

The background of the top half of the page is a stylized American flag. The stars are in a dark blue field, and the stripes are red and white. A large, semi-transparent watermark of the Delta Regional Authority (DRA) logo is visible behind the text. The logo features a circular seal with an eagle and the text "Delta Regional Authority" in a script font.

DRA

DELTA REGIONAL AUTHORITY

Fiscal Year 2013 Budget Justification 2011 Annual Report



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February 13, 2012

I am pleased to present the Delta Regional Authority's (DRA) detailed budget justification for fiscal year 2013. The Authority fully supports the President's recommendation of \$11.3 million.

Each year as we come together in the budget process, I always stress our position, and I repeat that position now: The Authority looks forward to working with the President and the Congress to improve our region's economy and the lives of the almost 9.5 million people who live here. We are here to serve our region.

We know, by any objective measure, the Authority has served and is serving well its 252 counties and parishes. Our metrics show that the Authority and its partners are effective in creating and retaining jobs, even in this difficult economic environment. We are able to do this because of our role as a regional planning entity and a coordinator of federal investments. Our collaborations with other agencies prove the Authority's programs do not duplicate, but rather complement, other federal programs in the region, and we know fragmentation is reduced.

DRA and our partners are effective as together we leverage funds, create climates of opportunity, and attract private-sector investment for sustained economic improvement. With a staff of just 14 people, the Authority has refined its highly successful grant program, and the Authority provides an effective, accountable mechanism for federal investment in the region.

This justification book presents in great detail DRA's financial position, project investments and contains financial reports, projected outcomes and a review of the Authority's activities. Please note the 2011 appropriation was \$11.6 million, and it allocated \$1.5 million to administrative expenses, with the balance of \$10.1 million going toward grants to states, technical assistance and other special initiatives. With the funding from fiscal year 2002 to 2011 we were able to create over 7,000 jobs and retain nearly the same number of jobs. We leveraged over \$1.4 billion in private investment with DRA projects and helped 32,000 families gain access to clean water and sewer service.

As the second Federal Co-Chairman of the Authority, I am pleased to build on our record of improving lives in the Delta region as I highlight our new priorities of economic development, regional impact, collaborative funding, and critical needs funding. A special policy initiative will be undertaken to support small business and entrepreneurship efforts in our eight state service area.

Again, as stated above, we fully support President Obama's fiscal year 2013 recommendation of \$11.3 million, and we expect to expend \$1.5 million on administration, with the balance of \$9.8 million being spent on grants to states, technical assistance and other special initiatives.

Thank you for your support of the important work we do. Should you have any questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read "Chris", is written over a faint circular background.

Chris Masingill
Federal Co-Chairman

Fiscal Year 2013 Budget Submission

2011 Annual Report

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Delta Regional Authority

Fiscal Year 2013 Budget Submission

Introduction

The Delta Regional Authority (DRA) is an independent federal agency created by Congress in the “Delta Regional Authority Act of 2000”, which provided the DRA with a service area of (now) 252 counties and parishes in its eight states: Alabama, Arkansas, Illinois, Kentucky, Louisiana, Mississippi, Missouri and Tennessee. The direction provided by the Act was simple: DRA would serve as a federal-state partnership, work with its local development districts and utilize market-proven processes, to grow economic outcomes and enhance the quality of life for the people in its region. To meet those ends, Congress makes an annual appropriation to DRA to fund its programs (economic development) and its internal operations.

In his FY 2013 request, the President stated DRA is to “assist its region in obtaining the economic development essential to create and sustain strong local economies.”

Overview of DRA's Investment Program and Guidelines

When Congress created DRA, it provided that DRA's main function was to be both an intersection of federal investment and a partnering catalyst for private-sector investment in the region. Congress, in DRA's statute, provided DRA with the authority to create and maintain a federal funding program and provided specific investment principles, policies and parameters. Since FY 2002, DRA has served as that nexus.

Per its Congressional mandate, DRA's investment priorities are: basic public infrastructure, transportation infrastructure, business development emphasizing entrepreneurship and workforce development. The President's FY 2013 request amplified those principles by stating, “In 2013, DRA will continue to focus on multi-state planning and the facilitation of regional investments towards its statutory mission, with specific emphases on and investments into projects, initiatives and developments of region-wide import or impact, small business development and entrepreneurship, and innovative green-economy related job creation and retention.

Congress also provided two more investment requirements to guide DRA's investment policies:

- At least 50 percent of DRA's investment must go into basic public and transportation infrastructure and
- At least 75 percent of DRA's investment must go into distressed counties and parishes.

Congress also provided DRA with a key benefit: DRA's funds can serve as an increase in federal support to its region's projects and programs.

In other words, by statute, DRA can use its funds as an investment multiplier with other federal agency funding programs (i.e. DRA can use its funds to raise an EDA grant from an 80/20 ratio to a ratio of 90/10 or a 100/0) thereby greatly leveraging the flow of other government funds into the region. Such expansive partnerships, in turn, create climates of economic opportunity for additional private-sector investments into the region -- thereby greatly increasing both the financial leverage and the economic outcomes (i.e. job creation and retention) to its region.



DRA Investments -- Leverage and Outcomes

In fact, in terms of this investment multiplier effect, over its 10 funding cycles, DRA has:

- Invested \$99 million of its appropriations into 673 projects,
- Leveraged \$659 million in other government funds (leverage ratio of 6.71 to 1),
- Attracted \$1,486 billion in private-sector investment (leverage ratio of 24.05 to 1), which has
- Funded total project costs of \$2,244 billion -- all from DRA's \$99 million initial investment.

But more importantly, since the inception of the DRA funding program, the following outcomes have been produced:

- 13,100 jobs have been created and retained;
- 19,200 families have improved water and/or sewer; and
- 3,600 individuals have been trained for jobs in their areas.

Currently, the DRA has 248 active projects and is projecting the following outcomes:

- 27,700 jobs to be created and retained;
- 32,200 families to receive improved water and/or sewer; and
- 21,300 individuals to be trained for jobs in their areas.

And it is important to note, since FY 2007, DRA investments are protected by “participation agreements”. This means that a grantee must agree to produce a specific amount of outcomes and if that contracted level is not met, then DRA will demand the grantee re-pay the pro rata percentage of the grant equal to the shortfall in outcomes. In other words, if a grantee contracts to produce 10 jobs for a \$100,000 DRA grant, but only produces 8 jobs (a 20 percent shortfall), then DRA will demand repayment of \$20,000 (20 percent of the grant).

Such accountability required by DRA has greatly improved its investment process and the outcomes it realizes.

Regional Impact of DRA Investments

In 2010, the Economic Research Service of the US Department of Agriculture released its study of the region-wide impact of DRA's investments and stated:

“We (ERS-USDA) find that per capita income and transfer payments grew more rapidly in DRA counties than similar non-DRA counties. And, these impacts are larger in counties where DRA spending was larger. Each additional dollar of DRA spending per capita is associated with an increase of \$15 in personal income per capita between 2002 and 2007 – including an increase of \$8 in earnings and \$5 in transfer payments.”

DRA FY 2013 Budget Request

The following tables present and explain the disposition of the annual appropriations for fiscal years: 2011 (Actual), 2012 (Budgeted) and 2013 (Requested) in the context of:

- Disposition of DRA Appropriations (Table 1),
- Funds Uses -- Programs (Table 2) and
- Funds Uses -- Operations (Table 3).



Table 1 -- Disposition of DRA Appropriations*Numbers are in Thousands of Dollars.*

	FY 2011 Actual	FY 2012 Budgeted	FY 2013 Requested
Source: Congressional Appropriation Less Rescission	\$11,700.00 (23.40)	\$11,677.00 -	\$11,315.00 -
Available Funds	\$11,676.60	\$11,677.00	\$11,315.00
Uses:			
Programs	(10,105.20)	(9,975.59)	(9,666.34)
Operations	(1,571.40)	(1,701.41)	(1,648.66)
Ending Balance	\$0	\$0	\$0

As seen in Table 1, in real terms, DRA's appropriations are trending downward:

- \$13,000,000 -- FY 2010
- \$11,700,000 -- FY 2011 (10.0% reduction)
- \$11,677,000 -- FY 2012 (0.2% reduction -- but factoring in the OMB rescission of \$23,400, the actual change between FY 2011 and FY 2012 is effectively zero.)
- \$11,315,000 -- FY 2013 (3.1% reduction).

So, as seen above, from FY 2010's \$13,000,000 to FY 2013's \$11,315,000, DRA's appropriation has been reduced by \$1,685,000 (13 percent), which includes the 3.1 percent reduction from FY 2012 to FY 2013.

This reduction in funding is projected to have a slight effect DRA's program expenses, which includes its investments in its:

- Local development districts (LDDs) to serve as DRA's front-line project developers and providers of technical and DRA grant-writing assistance to local constituencies, typically \$504,000.
- "Emergency/Contingency" assistance to its states when they are confronted with damages from acts of god or realize an economic opportunity outside of the grant cycle, typically \$500,000 and
- SEDAP program (States' Economic Development Assistance Program) whereby DRA spends the vast majority of its appropriation, directly assisting each member state with its economic development program -- again, concentrating on the four Congressionally mandated areas of basic public infrastructure, transportation infrastructure, business development emphasizing entrepreneurship and workforce development.

Specifically, DRA's economic development assistance programs are projected to trend down from FY 2011's level of \$10,105,200 to FY 2012's level of \$9,975,590 (1.3 percent reduction) to FY 2013's level of \$9,666,340 (3.1 percent reduction).

From the operating costs perspective, DRA anticipates a slight increase from FY 2012 from FY 2011 (\$1,701,410 vs \$1,571,400 -- a \$130,000 increase) but a decrease of \$52,750 from FY 2012 to FY 2013.



Table 2 -- Funds Uses -- Programs*Numbers are in Thousands of Dollars.*

	FY 2011 Actual	FY 2012 Budgeted	FY 2013 Requested
LDD Technical Assistance Fund	\$504.00	\$504.00	\$488.38
Emergency / Contingency Fund	\$500.00	\$500.00	\$484.50
SEDAP Fund	\$9,101.20	\$8,971.59	\$8,693.46
Total	\$10,105.20	\$9,975.59	\$9,666.34

As seen in Table 2, the LDD Technical Assistance Funds and the Emergency/Contingency Funds remain the same for FY 2011 and FY 2012. There are slight reductions (3.1 percent) though between FY 2013 and FY 2012 in those categories. Regarding the SEDAP program, there is a slight decrease from FY 2011 to FY 2012 (about \$130,000 and 1.3 percent reductions). Between FY 2012 and FY 2013, there are projections of about \$310,000 and 3.1 percent reductions.

Table 3 -- Funds Uses -- Operations*Numbers are in Thousands of Dollars.*

	FY 2011 Actual	FY 2012 Budgeted	FY 2013 Requested
Compensation and Benefits	\$1,075.21	\$1,066.88	\$1,040.37
Contractual / Research	\$121.78	\$231.26	\$207.50
Travel	\$185.10	\$165.27	\$16340
Overhead Expense	\$148.33	\$163.97	\$163.40
Comm. and Public Engagement	\$40.97	\$74.03	\$74.00
Total	\$1,571.40	\$1,701.41	\$1,648.66

Compensation and Benefits

Clearly, as seen in Table 3, the majority of operating expenses are in the “Compensation and Benefits” category -- 68.4 percent in FY 2011, 62.7 percent in FY 2012 and 63.1 percent in FY 2013. The reason for this trend, in the main, is falling compensation and benefit levels: \$1,075,210 for FY 2011, \$1,066,880 for FY 2012 and \$1,040,370 for FY 2013. DRA is currently re-structuring its staffing -- reductions, realignments, and recruiting -- to improve the DRA's effectiveness and operational efficiency.

Contractual / Research

Alternatively, there is a projected bump in the trend between FY 2011 and FY 2013 in the “Contractual/Research” category. This category includes: accounting and legal services, web page development and maintenance, policy and program development, GSA accounting services, federal employee consultants, payroll, interns, “short-term help during crunch periods” (i.e. SEDAP review processes) and similar services.



This curve is reflective of \$121,780 in FY 2011, rising to \$231,260 in FY 2012 and then declining to \$207,500 in FY 2013 -- overall real dollar changes of \$109,480 and <\$23.76> respectively.

Travel

Travel expenses peaked in FY 2011 at \$185,100 and are projected to fall during the next two fiscal years, mainly through less travel -- FY 2012 is projected to be \$165,270 (10.7 percent) and FY 2013 is projected to fall even further to 163,400, small percent drop but a drop nonetheless.

Overhead Expense

This expense category includes office rent, telecom and wireless services, postage, commodities, insurance, IT services and similar categories. While a small increase is projected from FY 2011 to FY 2012 (about \$15,000), it is expected to basically plateau for FY 2012 and FY 2013 at about \$163,000.

Communications and Public Engagement

This is the smallest expense category and includes such accounts as meetings and conferences, continuing education, public information, awards and publications. Similar to "Overhead Expense", this account rises from about \$41,000 in FY 2011 to about \$74,000 for FY 2012 and FY 2013 -- a \$34,000 increase.

Other DRA Programs -- Highlights

- Region-wide support of a **"Super Project"** that will help Electrolux create 1,240 jobs in the Delta, retain 2,900 jobs for Tennessee, and create over 1,600 indirect jobs within the region combined with \$195M in capital investment from the company. It is estimated that the annual tax revenue from operations would exceed \$4 million for the City of Memphis and Shelby County. DRA's \$3 million transportation infrastructure award will leverage \$150 million in other federal, state, and local investments; a leverage ratio of 50 to 1 (total project cost leverage investment ratio is 115 to 1).
- **White House Rural and Business Council** listening sessions were conducted to help identify ideas to grow local rural economies. The DRA hosted 14 sessions throughout the Delta Region engaging more than 300 Delta residents on various issues and solutions. Issues addressed included job creation, economic development, access to capital and expanding digital and physical networks among others. A comprehensive report was submitted to the White House after each session.
- **Small Business and Entrepreneurship Initiative** to provide access to capital. The DRA has prioritized investments that will lead to job creation through development of an increased number of new ventures and expansion of existing small businesses. Research from previously successful rural entrepreneurship development efforts indicates that access to training and technical assistance and access to affordable capital are two of the primary components of an effective small business and entrepreneurship development system. **Operation JumpStart** will provide a regional model for training and technical assistance that will produce outstanding results in creating new microenterprises that will greatly enhance other established local small business development resources within the Delta region. It is estimated that this project will immediately produce over 110 new businesses.
- Skills training helps promote **Jobs for American Graduates (JAG)** by preparing high school students for the work force. This partnership will support the opening of 10 new JAG programs at schools in the DRA service area. JAG



focuses on keeping students in school through graduation and equipping them with the academic and technical skills necessary to improve their employability, which is parallel to DRA's commitment to invest in strategies that boost employment and educational success.

- **The Delta Leadership Institute** will recognize, train and develop the leadership skills needed for the 21st Century and for the global challenges of the future. The purpose of the Institute is to build leadership skills among Delta residents and foster collaboration with partners in the public and private sectors in order to improve the economic and social viability of the Delta and the overall quality of life in the region.
- Partnerships with US Departments of Agriculture and Health and Human Services allow **Health IT** and electronic health records to be implemented in rural communities. This innovative public-private partnership will bring a discounted Health IT and Electronic Health Records program to all eight Delta states, fostering broader adoption and meaningful use of EHRs in rural and underserved communities and delivering broader support to reduce health disparities and improve health outcomes.
- **LDD Strengthening Initiative.** The Delta Regional Authority partnership with the National Association of Developing Organizations (NADO) Research Foundation will develop and implement programs aimed at strengthening the performance, programs and results of the 44 local development districts (LDDs) serving the DRA region. This initiative will help LDDs develop an outreach strategy to educate and inform various stakeholders about their many roles within their respective regions, throughout their states and the Delta region.
- The DRA has partnered with One Economy to focus on the incorporation of rural planning activities for the **Connect to Compete (C2C)** initiative which will bring a comprehensive technology solution to underserved individuals. Specifically, DRA, will work with One Economy to do a 10-20 county demonstration project (Phase I) in the Mississippi Delta; basically the template on how to achieve the results listed below.

Subsequently, in FY-2013, DRA will help get other areas in its region get these same benefits, which will include:

- Participating NCTA member cable companies offering all eligible families **two-years of \$9.95 + tax broadband cable Internet**, with a no installation/activation fee option and no modem rental fees (with an option to purchase a \$10 modem).
- Redemtech, a technology refurbishment company, has committed to offer a refurbished **\$150 + tax powerful laptop, or desktop with LCD monitor**, to all eligible school lunch families, shipped to the home.
- **Microsoft**, starting early next year, will work with its hardware partners to introduce a series of affordable, high-quality education computers, starting at \$250, that include Windows and Office. Microsoft's ongoing commitment to digital inclusion worldwide means they view access to broadband and a computer as a right for all, not a privilege for some.
- **Morgan Stanley** has committed to contributing its significant microfinance expertise to assist Connect to Compete in its development of a microcredit program to help families afford the upfront cost of a PC. This program will also aim to provide financial literacy training and help families build credit history through successful loan repayment. These microloans will be provided by community-based financial institutions.
- The Partnership between DRA and **Save the Children** coordinates school-age education programs primarily in



poor and rural communities. The partnership with the DRA will help with training and infrastructure expenses for thirty school-based literacy programs in the Delta region in rural areas of Alabama, Arkansas, Louisiana, Mississippi and Tennessee.

The following cost-saving measures were implemented in 2011 and continue to impact the current budget:

- Office Expenses were reduced by re-negotiating the current lease with the Clarksdale Office, resulting in a savings of \$26,446.
- Eliminated redundant positions on the Authority's Organization Chart, Consolidated duties among staff to delay hiring Chief Operating Officer and cost-of-living adjustment was not offered to federal and state staff members. Utilized contractors for short-term relief of increased workload.
- Delayed annual conference in 2011, and did not conduct a Board or Staff Retreat and Congressional Tour in 2011.
- Reduced printing costs by combining the Congressional Report and Justification, and producing them in-house.
- Created of a fully automated, interactive online Project Development and Management Program.
- Re-designed the current website to further promote DRA, its mission, and allow for full transparency to the Administration, Members of Congress, and the DRA's constituency.



FY 2012 States' Economic Development Assistance Program (SEDAP)

One of the most important aspects of the DRA, since inception, has been the Federal Grant Program (FGP). The program is an integral part of the Authority's ability to positively affect the lives of each state's constituency.

A complete review of all programs and policies commenced with the appointment and confirmation of Chairman Masingill as the Federal Co-Chairman (Chairman or FCC) of the Authority in July 2010. The Chairman's vision for the FGP entailed a policy shift in the way the grant department views work. No longer would the emphasis be solely placed on grant administration, but instead on project development and management.

This shift, however subtle it may seem, more clearly defines the role of the grant department staff within this administration. Staff members now play a more active role in the project development phase, building those relationships, connecting applicants and project developers to other funding sources thereby helping to connect the dots. The new approach is more holistic in nature, and will demonstrate the Authority's responsiveness to fluid economic development opportunities. The new States' Economic Development Assistance Program (SEDAP), formerly the FGP, will provide flexible funding solutions for the region.

Clearly, economic development has always been a part of the process for each of the grant applications received by the DRA. The Authority is now better positioned to fill this role as a project developer rather than just a funding source for economic and community development. Chairman Masingill has not only retooled the Authority's approach to doing business, but has also become actively engaged in developing the necessary tools and resources to help get the job done.

The Authority's 2011 SEDAP has developed to enhance the economic development activities taking place in the region. From top to bottom, the entire program has been crafted with the economic developer in mind. Highlights of the program include:

- Critical Development Projects
- Emergency/Contingency Funds
- SEDAP Funds
- Priority Status Designation
- Expedited Process
- Federal Priority Eligibility Criteria
- Administrative Notices
- Automated Application Website

The SEDAP Manual, in its entirety may be found at:

http://grants.dra.gov/userfiles/editor/docs/dra_SEDAP_Program_Manual_Final_2011.pdf

Governors' project recommendations demonstrate the Authority's continued emphasis of the four funding priority areas—basic public infrastructure, transportation infrastructure, business development, and workforce development—with emphasis on job creation and job retention.

Basic public and transportation infrastructure project funding totaled \$7,927,822 (61.14 percent) and distressed counties and



parishes funding was \$11,665,304 (89.78 percent) for Fiscal Year 2011. The total project funding allocation, \$12,993,320, includes \$3,427,089 in contingency/emergency and prior year funds. SEDAP funds leveraged \$215,403,910 in additional project funding, a ratio of 16.58 to 1, and \$134,658,691 in private investment, a ratio of 10.36 to 1. For the FY 2011 SEDAP grant cycle the following is projected:

- 458 jobs created
- 105 jobs retained
- 6,508 families received improved water and sewer
- 167 individuals trained for jobs

Overall the DRA has contributed \$99,012,043 to 673 projects in the eight-state region for total project costs of \$2,244,121,137. Total project cost includes \$659,392,829 in other federal, state and local funds, a ratio of 6.71 to 1 in additional leveraged funds. Private investment totals \$1,485,716,265, a ratio of 24.05 to 1. Since inception, the DRA Federal Grant and States' Economic Development Assistance Programs have actually accomplished the following:

- 7,037 jobs created
- 6,166 jobs retained
- 19,218 families received improved water and sewer
- 3,664 individuals trained for jobs

Once projects are complete the following is projected:

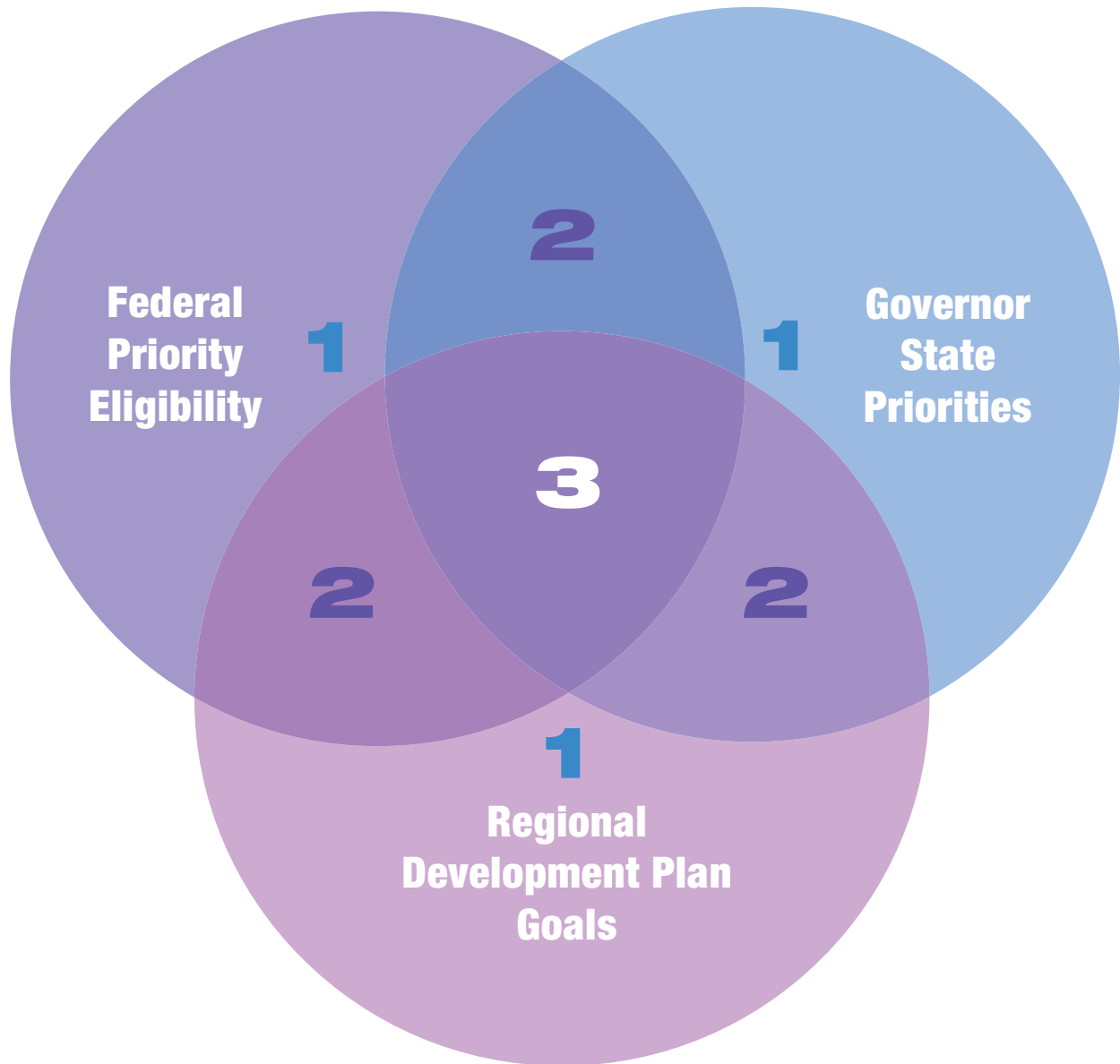
- 13,835 jobs created
- 13,409 jobs retained
- 32,315 families received improved water and sewer
- 21,366 individuals trained for jobs



DRA Project Funding Process

"Assuming your project meets at least one of DRA's Four Funding Categories, these additional areas of investment focus will help increase the project's priority status."

-- Chairman Masingill



DRA Project Funding Priorities



FY 2012 DRA Distressed Counties and Parishes

ALABAMA

Barbour
Bullock
Butler
Choctaw
Clarke
Conecuh
Dallas
Escambia
Greene
Hale
Lowndes
Macon
Marengo
Monroe
Perry
Pickens
Russell
Sumter
Washington
Wilcox

ARKANSAS

Arkansas
Ashley
Baxter
Bradley
Calhoun
Chicot
Clay
Cleveland
Craighead
Crittenden
Cross
Dallas
Desha
Drew
Fulton
Grant
Greene
Independence
Izard
Jackson
Jefferson
Lawrence
Lee
Lincoln

Lonoke
Marion
Mississippi
Monroe
Ouachita
Phillips
Poinsett
Prairie
Randolph
St. Francis
Searcy
Sharp
Stone
Van Buren
White
Woodruff

ILLINOIS

Alexander
Franklin
Hamilton
Hardin
Jackson
Johnson
Massac
Perry
Pope
Pulaski
Randolph
Saline
Union
Williamson

KENTUCKY

Caldwell
Calloway
Carlisle
Christian
Crittenden
Fulton
Graves
Hopkins
Livingston
Lyon
McLean
Marshall
Muhlenberg

Todd
Trigg
Webster

LOUISIANA

Acadia
Allen
Assumption
Avoyelles
Beauregard
Bienville
Caldwell
Catahoula
Claiborne
Concordia
DeSoto
East Carroll
Evangeline
Franklin
Grant
Iberville
Jackson
Jefferson Davis
La Salle
Livingston
Madison
Morehouse
Natchitoches
Red River
Richland
St. Bernard
St. Helena
St. James
St. Landry
St. Martin
Tangipahoa
Tensas
Union
Vermillion
Washington
West Carroll
West Feliciana
Winn

MISSISSIPPI

Adams
Amite

Attala
Benton
Bolivar
Carroll
Claiborne
Coahoma
Copiah
Covington
DeSoto
Franklin
Grenada
Holmes
Humphreys
Issaquena
Jasper
Jefferson
Jefferson Davis
Lafayette
Lawrence
Leflore
Lincoln
Marion
Marshall
Montgomery
Panola
Pike
Quitman
Sharkey
Simpson
Smith
Sunflower
Tallahatchie
Tate
Tippah
Tunica
Union
Walthall
Warren
Washington
Wilkinson
Yalobusha
Yazoo

MISSOURI

Bollinger
Carter
Crawford
Dent

Douglas
Dunklin
Howell
Iron
Madison
Mississippi
New Madrid
Oregon
Ozark
Pemiscot
Perry
Phelps
Reynolds
Ripley
Scott
Shannon
St. Francois
Stoddard
Texas
Washington
Wayne
Wright

TENNESSEE

Benton
Carroll
Chester
Crockett
Decatur
Dyer
Fayette
Gibson
Hardeman
Hardin
Haywood
Henderson
Henry
Lake
Lauderdale
McNairy
Tipton
Weakley



FY 2012 DRA Non-Distressed Counties and Parishes

ARKANSAS

Pulaski
Union

ILLINOIS

Gallatin
White

KENTUCKY

Ballard
Henderson
Hickman
McCracken
Union

LOUISIANA

Ascension
Cameron

East Baton Rouge
East Feliciana
Iberia
Jefferson
Lafourche
Lincoln
Orleans
Ouachita
Plaquemines
Pointe Coupee
Rapides
St. Charles

St. John the Baptist
St. Mary
Webster
West Baton Rouge

MISSISSIPPI

Hinds
Madison
Rankin

MISSOURI

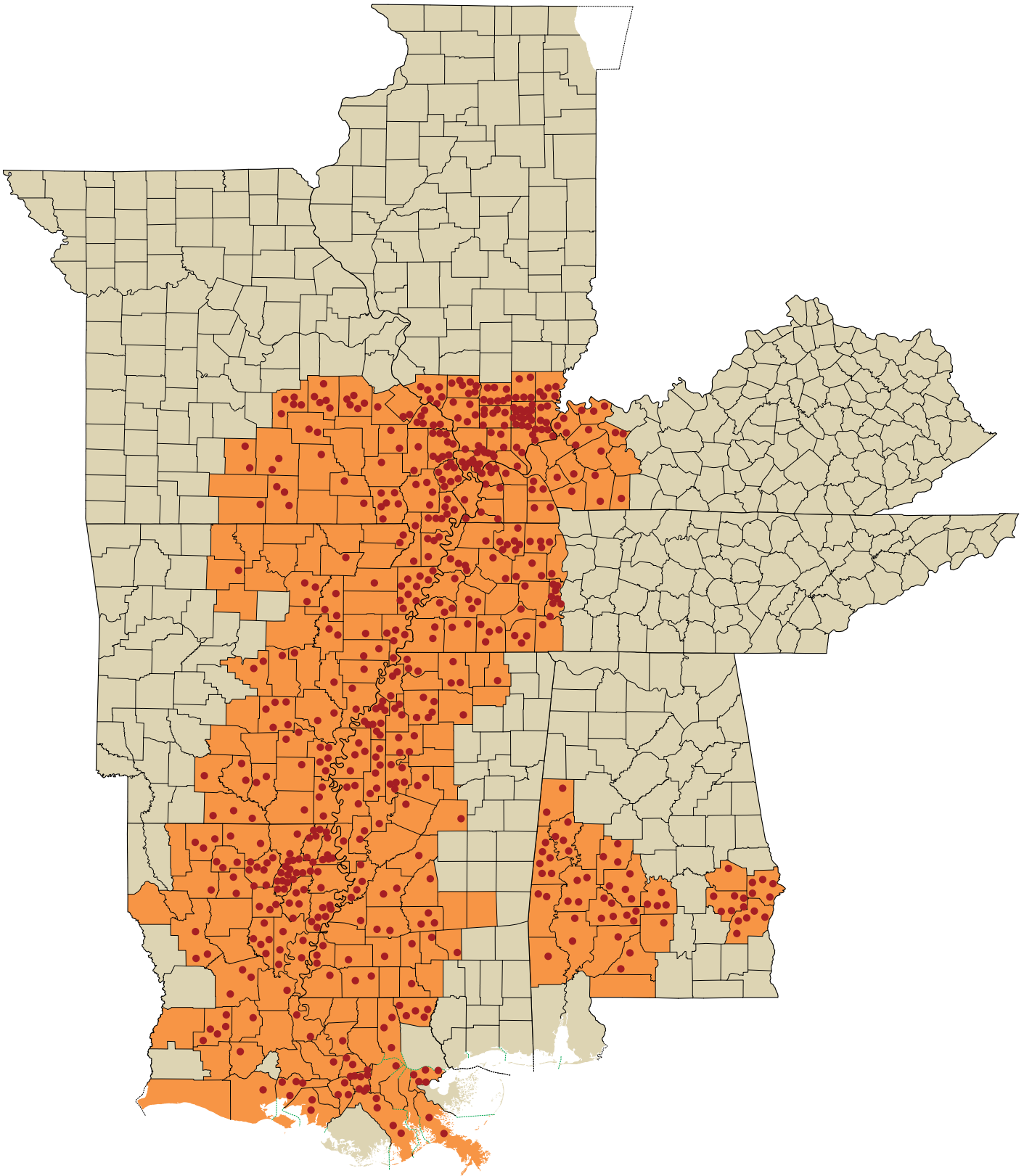
Butler
Cape Girardeau
Ste. Genevieve

TENNESSEE

Madison
Obion
Shelby



Delta Regional Authority Service Area



Regional benefits from DRA

The numbers below are for FY 2002 through 2011.

Total DRA projects	673
DRA Investment	\$99,012,043
Other Public Investment	\$659,392,829
Other Private Investment	\$1,485,716,265
Total Investment	\$2,244,121,137
Leverage Ratio	24.3
Jobs Created	7,037
Jobs Retained	6,166
Individuals Trained for Jobs	3,664
Families Affected	19,218
Projected Jobs Created	13,835
Projected Jobs Retained	13,409
Projected Individuals Trained for Jobs	21,366
Projected Families Affected	32,315

“The Delta Regional Authority has been a Godsend for the communities in Delta Council’s eighteen-county service area. The existence of these funds and the expertise of the DRA staff often combine to make the impossible possible. DRA really makes a difference for us.”

— Tom Gresham, Chairman
Delta Council Development Department





State-by-State FY 2011 Projects

The map displays the following counties and their impact status:

- Non-affected counties (light beige):** LAUDERDALE, LIMESTONE, JACKSON, MADISON, COLBERT, LAWRENCE, MORGAN, MARSHALL, DE KALB, FRANKLIN, WINSTON, CULLMAN, ETOWAH, CHEROKEE, MARION, BLOUNT, ST. CLAIR, CALHOUN, CLEBURNE, LAMAR, FAYETTE, WALKER, TALLADEGA, CLAY, RANDOLPH, TUSCALOOSA, SHELBY, COOSA, TALLAPOOSA, CHAMBERS, BIBB, CHILTON, ELMORE, LEE, MONTGOMERY, MAON, RUSSELL, BULLOCK, BARBOUR, BUTLER, CRENSHAW, PIKE, HENRY, COFFEE, DALE, HOUSTON, COVINGTON, GENEVA, ESCAMBIA, MONROE, CONEUCH, WASHINGTON, CHOCTAW, WARENGO, WILCOX, CLARKE, MOBILE, BALDWIN.
- Counties with moderate impact (orange):** PICKENS, GREENE, HALE, PERRY, SUMTER, DALLAS, LOWNDES, WILCOX, BUTLER, MONROE, CONEUCH, WASHINGTON, CHOCTAW, WARENGO, WILCOX, CLARKE, MOBILE, BALDWIN.
- Counties with high impact (dark orange):** PICKENS, GREENE, HALE, PERRY, SUMTER, DALLAS, LOWNDES, WILCOX, BUTLER, MONROE, CONEUCH, WASHINGTON, CHOCTAW, WARENGO, WILCOX, CLARKE, MOBILE, BALDWIN.

Red dots are located in the following counties: PICKENS, GREENE, HALE, PERRY, SUMTER, DALLAS, LOWNDES, WILCOX, BUTLER, MONROE, CONEUCH, WASHINGTON, CHOCTAW, WARENGO, WILCOX, CLARKE, MOBILE, BALDWIN.

Yellow dots are located in the following counties: WARENGO, WILCOX, CLARKE, MOBILE, BALDWIN.

- ## Alabama Counties Served by DRA

Washington
Wilcox

Alabama benefits from DRA

The numbers below are for FY 2002 through 2011.

Total DRA projects	66
DRA Investment	\$10,069,315
Other Public Investment	\$15,994,910
Other Private Investment	\$7,500,000
Total Investment	\$33,564,225
Leverage Ratio	2.3
Jobs Created	953
Jobs Retained	1,671
Individuals Trained for Jobs	14
Families Affected	2,247
Projected Jobs Created	1,128
Projected Jobs Retained	0
Projected Individuals Trained for Jobs	0
Projected Families Affected	1,401

“The DRA funds provided the gap financing which made the total financing package come together. This allowed two Tier One, Hyundai suppliers, to build in Lowndes County, a Delta community located in the Black Belt region of Alabama. One of the poorest counties in the state. The facilities have provided much needed jobs in a high unemployment county.”

— Tyson Howard, Executive Director
South Central AL Development Commission

FY 2011 DRA projects in Alabama:

Thomasville Industrial Land Purchase

\$500,000

Purchasing land in order to facilitate the location of Lakeside Steel in Thomasville, in addition to a grant from ADECA for \$500,000, there are plans to build a rail spur onto this property.

ARTC Water Mapping in Clarke, Marengo, and Washington Counties

\$120,000

The completion of mapping of public water lines in Clarke, Marengo, and Washington Counties that are three inch diameter or greater.

Rail Spur for SET Industries

\$50,000

To benefit SET Enterprises, Inc. which plans to construct a steel slitter mill on 17.5 acres on Clolinger Road, the property borders the Norfolk Southern Railway and the needs a rail spur to access railway for delivery of the steel coils from the ThyssenKrupp Plant and for distribution. The site lacks a rail spur from the main line into the SET site. This project will construct approximately 1,500 linear feet of rail track, a main track turnout switch and associated grading and drainage improvements that link the new SET facility to the existing railway system.

GIS Mapping of Public Water System in Escambia County, Alabama

\$67,500

Alabama is a part of a statewide initiative to inventory Alabama's public drinking water supply and service areas. The GIS' public water system is mapping Escambia County to establish a digitized map and database of public water service/supply areas, water tanks, pump stations, fire hydrants, inter-system connections, system valves, water mains, generators, and water lines 3" in diameter or greater. The data will aid in future public water supply infrastructure improvements, repairs, and expansions.

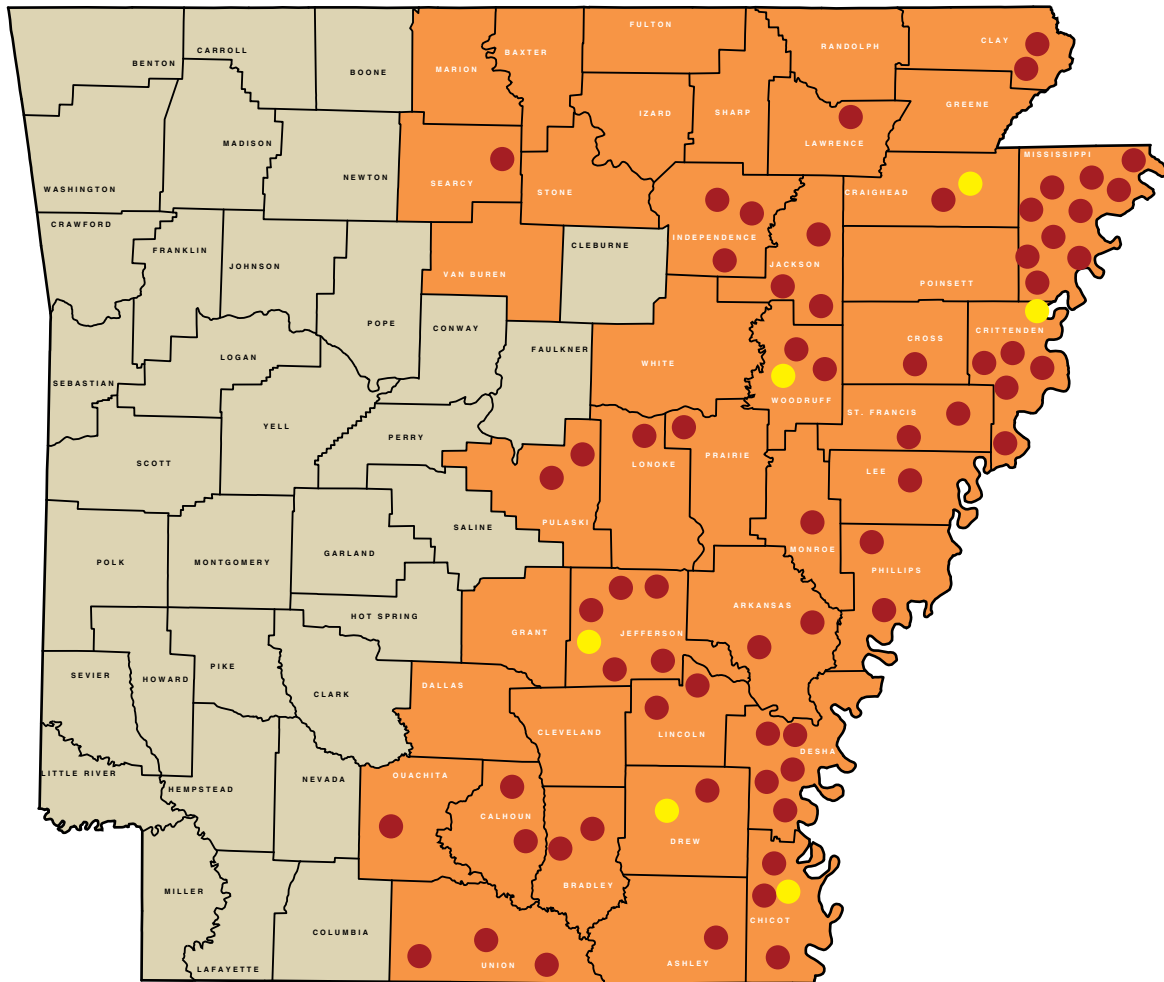
Lowndesboro Waterline Extension

\$349,553

To connect 80 Households to the Town-owned water treatment facility, match monies and DRA grant funds will install 22,250 feet of 6" of PVC lines and 4 fire hydrants.



FY 2011 DRA Projects in Arkansas



● Symbols on the map indicate FY 2011 grants allocated to counties, communities or development districts.

● DRA projects funded prior to FY 2011.

Arkansas Counties Served by DRA

Arkansas	Clay	Desha	Izard	Lonoke	Poinsett	St. Francis
Ashley	Cleveland	Drew	Jackson	Marion	Prairie	Stone
Baxter	Craighead	Fulton	Jefferson	Mississippi	Pulaski	Union
Bradley	Crittenden	Grant	Lawrence	Monroe	Randolph	Van Buren
Calhoun	Cross	Greene	Lee	Ouachita	Searcy	White
Chicot	Dallas	Independence	Lincoln	Phillips	Sharp	Woodruff

Arkansas benefits from DRA

The numbers below are for FY 2002 through 2011.

Total DRA projects	72
DRA Investment	\$15,722,458
Other Public Investment	\$122,188,337
Other Private Investment	\$356,640,000
Total Investment	\$494,550,795
Leverage Ratio	30.5
Jobs Created	1,339
Jobs Retained	73
Individuals Trained for Jobs	1,827
Families Affected	4,264
Projected Jobs Created	985
Projected Jobs Retained	743
Projected Individuals Trained for Jobs	669
Projected Families Affected	1,532

“Without the grant from the DRA this project would not have been possible. The new water tank improved our ISO fire rating and compliance with state health department regulations.”

— Mayor James Morgan
White Hall, Arkansas

FY 2011 DRA projects in Arkansas:

Southeast Arkansas Regional Intermodal Authority Infrastructure Project \$300,000

The Southeast Arkansas Regional Intermodal Facilities Authority (SARIA) will install approximately 4,300 linear feet of 12" water main from the City of Monticello's municipal system to supply the site with unlimited potable water for adequate fire protection a 750,000-gallon elevated water storage and seven fire hydrants. Additionally, over 8,000 linear feet of sewer line and a centrally located pump station will be installed.

Cotton Plant Library & City Hall \$25,200

The renovation of the Library and City Hall of Cotton Plant, Arkansas will include installing a roof and the building will become handicapped accessible.

Delta Cuisine – A Southern Kitchen Incubator \$400,000

The grant will help in the acquisition and construction expenses related to the Delta Cuisine kitchen facility. The renovation will include an upgrade of the facility to a commercial grade kitchen, food storage, shared offices and retail space.

Northeast Arkansas Convention Center Project \$404,983

Construction of the Northeast Arkansas Region Convention Center will include 75,000 square feet of meeting space, with two nationally acclaimed hotels attached as well as restaurants.

Chicot County Wastewater Treatment Facility \$199,030

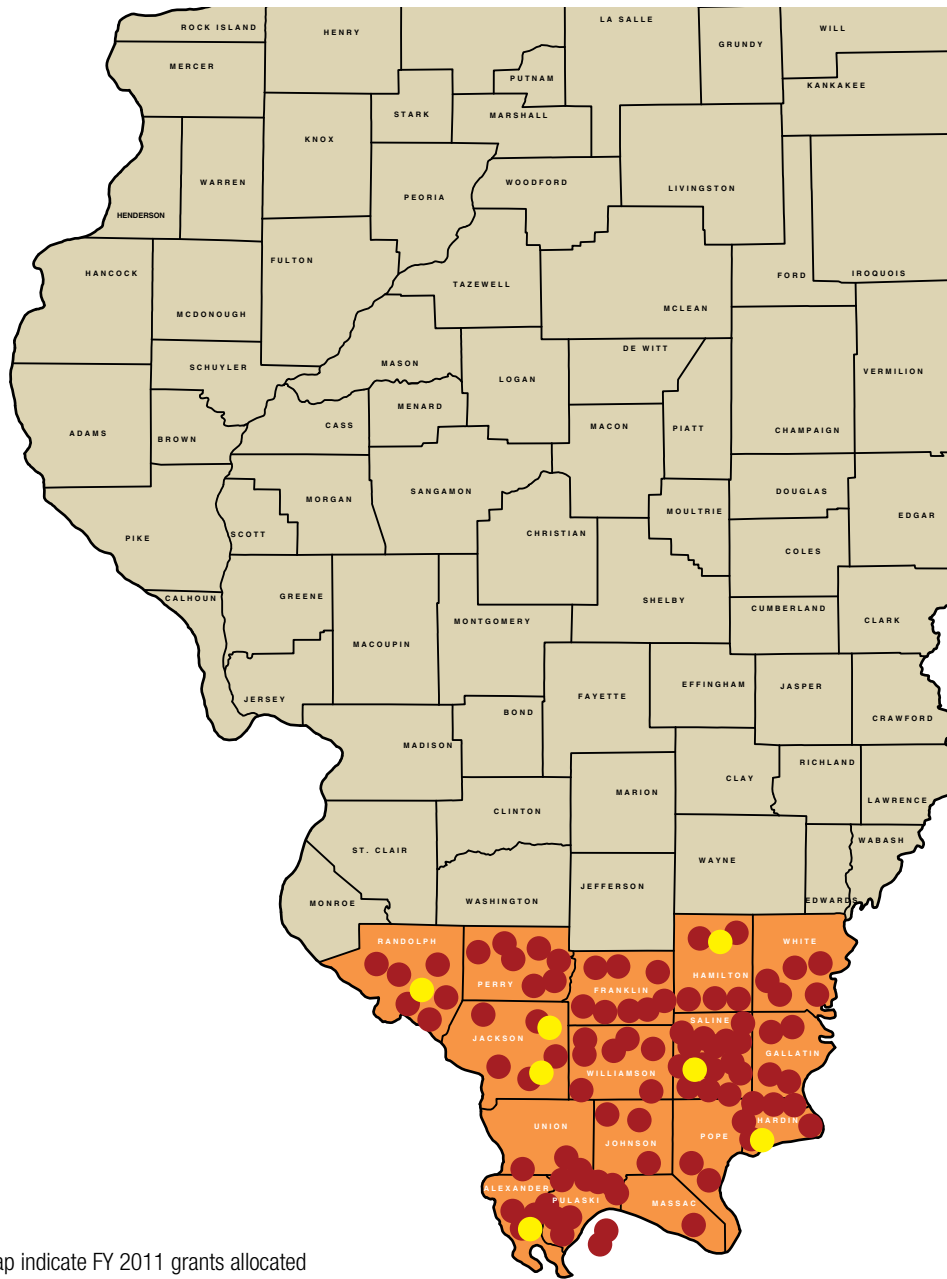
This facility will remove and replace a damaged wastewater treatment facility with another packaged unit and rehabilitate a duplex pump station.

UAPB Business Incubator Retail Center \$225,000

Expanding on available space within the UAPB-Business Support Incubator and Office Complex, an existing state facility owned by the University of Arkansas Board of Trustees, UAPB maintains a list for businesses wishing to locate in the Incubator.



FY 2011 DRA Projects in Illinois



- Symbols on the map indicate FY 2011 grants allocated to counties, communities or development districts.
- DRA projects funded prior to FY 2011.

Illinois Counties Served by DRA

Alexander	Hamilton	Johnson	Pope	Saline	White
Franklin	Hardin	Massac	Pulaski	Union	Williamson
Gallatin	Jackson	Perry	Randolph		

Illinois benefits from DRA

The numbers below are for FY 2002 through 2011.

Total DRA projects	99
DRA Investment	\$7,611,339
Other Public Investment	\$50,486,819
Other Private Investment	\$18,961,443
Total Investment	\$77,059,601
Leverage Ratio	9.1
Jobs Created	576
Jobs Retained	1,003
Individuals Trained for Jobs	1,318
Families Affected	971
Projected Jobs Created	576
Projected Jobs Retained	1,876
Projected Individuals Trained for Jobs	6,930
Projected Families Affected	2,552

“The DRA provided critical funding that helped us reclaim old rail lines and update them for grain and fertilizer use. It transformed our county, created 70 jobs, and helped the area farmers get their product out and their fertilizer into the county.”

— Roger Schwartz
Soylutions, LLC, McLeansboro, IL

FY 2011 DRA projects in Illinois:

Hamilton County Road Project Phase 1

\$103,029

To improve three miles of township road in Hamilton County, Illinois to create a transportation route to assist a coal company that will invest approximately \$400 million and create 350 full time jobs.

Prairie du Rocher-Modoc Levee Improvements and Recertification \$150,000

This project consists of the engineering and geo-technical services that are necessary to identify deficiencies, if any, that might exist in the levee, and provide the design for correction any deficiencies that might be found.

Southern Illinois College – Truck Driving Program \$36,750

This grant will purchase a semi-tractor trailer to be in used in the SIC-driver training program that will train 20 people per year.

Tele-health Medical Equipment Upgrade \$67,400

Equipment will be placed into a 35-bed critical access facility. The following equipment is to be upgraded: Picture Archiving and Communication System, EKG machine with model allowing storing and transmission of electronic versions of the EKG.

Southern Illinois Delta Regional Simulation and Learning Lab \$167,988

The grant is for the purchase of equipment and training materials to support an onsite-distance learning facility which will house simulation labs, classroom/debriefing room and a computer lab.

Construction of Access Roadway \$100,000

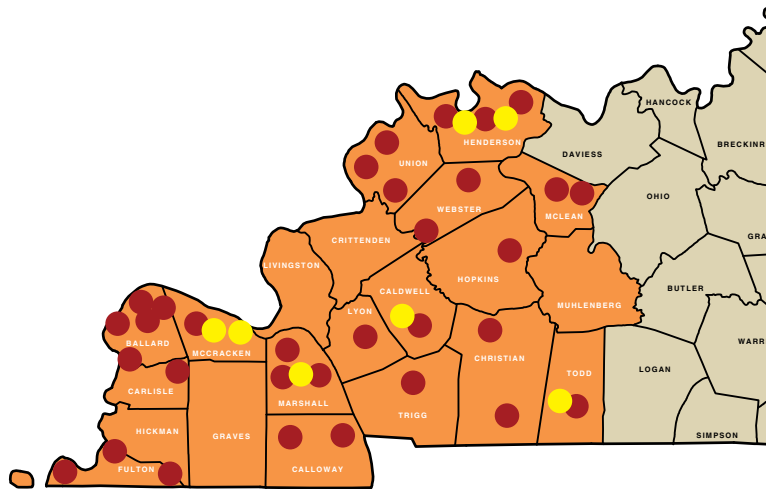
A grant was awarded to construct a roadway located on Airport Authority property.

Alexander County Levee Improvements \$100,000

Making necessary improvements to the East Cape Girardeau-Clear Creek Drainage and Levee District, this will alleviate future flooding of businesses and residences.



FY 2011 DRA Projects in Kentucky



- Symbols on the map indicate FY 2011 grants allocated to counties, communities or development districts.
- DRA projects funded prior to FY 2011.

Kentucky Counties Served by DRA

Ballard	Carlisle	Fulton	Hickman	Lyon	McLean	Trigg
Caldwell	Christian	Graves	Hopkins	Marshall	Muhlenberg	Union
Calloway	Crittenden	Henderson	Livingston	McCracken	Todd	Webster



Kentucky benefits from DRA

The numbers below are for FY 2002 through 2011.

Total DRA projects	39
DRA Investment	\$7,977,453
Other Public Investment	\$85,089,328
Other Private Investment	\$125,400,000
Total Investment	\$218,466,781
Leverage Ratio	26.4
Jobs Created	985
Jobs Retained	964
Individuals Trained for Jobs	0
Families Affected	26
Projected Jobs Created	436
Projected Jobs Retained	352
Projected Individuals Trained for Jobs	0
Projected Families Affected	0

“Kentucky Transportation Cabinet Secretary Bill Nighbert and I appreciate the efforts of DRA to focus on transportation. The DRA funding allows us to do things that we wouldn’t normally be able to do.”

— David Gallagher
Fulton County Fiscal Court, Kentucky

FY 2011 DRA projects in Kentucky:

Paducah-McCracken County Riverport Crane Project \$200,000

A grant was awarded to install a new bridge crane at the Riverport facility in Paducah to enable the port to handle larger loads and will give it the ability to handle loading and off-loading of barge containers.

Tri-County Recycling Alliance \$100,000

This project will assist with the construction of a regional recycling facility.

Guthrie Eagle Way Extension Project

\$195,900

The expansion of Eagle Way which will provide access to Hovey Electric, Inc., that is currently expanding and will create 20 additional jobs.

McFarlan Road Improvement Project

\$157,353

The widening of McFarlan Road, as part of a development of the Marshall County Riverport located on the Tennessee River, will assist in access to I-24.

Caldwell Medical Center \$125,000

The purchase and installation of a digital mammography unit at the Caldwell Medical Center to provide patients with advanced technologies used in early detection in breast cancer. Previously patients drove over 100 miles round trip to have this procedure.

Northwest Kentucky Entrepreneurship Center

\$410,862

This is renovate office space as well as office equipment and furnishings for Northwest Kentucky Forward, a lead economic development organization for Henderson, McLean, Union and Webster counties.

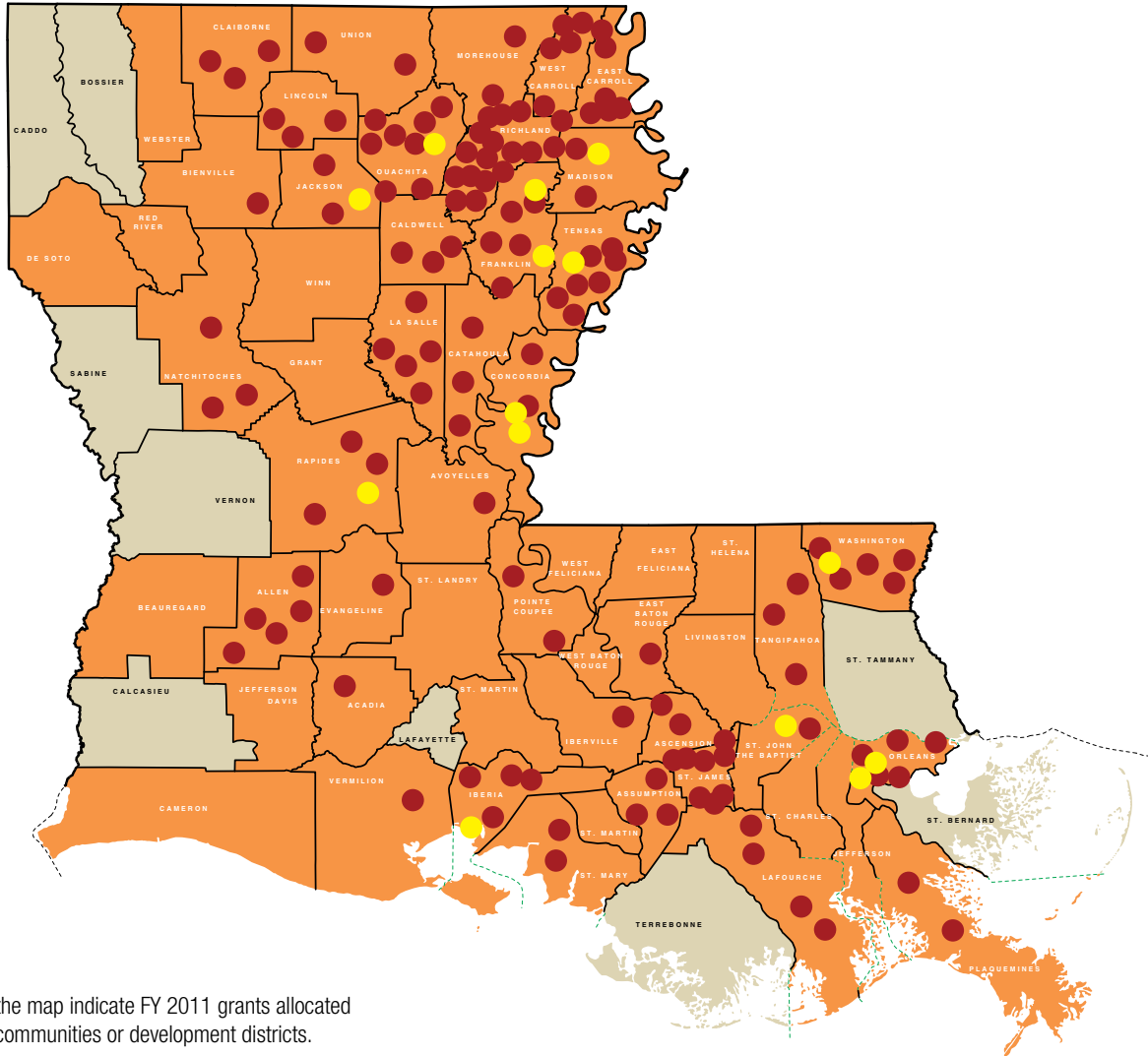
Paducah McCracken JSA Massac Creek

Interceptor Phase II \$100,000

To eliminate several current JSA lift stations, construction of 2,800 linear feet of 24" gravity sewer, 11,000 linear feet of 18" gravity sewer, and 1,700 linear feet of 8" gravity sewer main will extend the Massac Creek Interceptor from the Information Age Park towards Lone Oak and US-45.



FY 2011 DRA Projects in Louisiana



Louisiana Counties Served by DRA

Acadia	Cameron	Evangeline	La Salle	Ouachita	St. Helena	Union
Allen	Catahoula	Franklin	Lafourche	Plaquemines	St. James	Vermillion
Ascension	Claiborne	Grant	Lincoln	Pointe Coupee	St. John the Baptist	Washington
Assumption	Concordia	Iberia	Livingston	Rapides	St. Landry	Webster
Avoyelles	DeSoto	Iberville	Madison	Red River	St. Martin	West Baton Rouge
Beauregard	East Baton Rouge	Jackson	Morehouse	Richland	St. Mary	West Carroll
Bienville	East Carroll	Jefferson	Natchitoches	St. Bernard	Tangipahoa	West Feliciana
Caldwell	East Feliciana	Jefferson Davis	Orleans	St. Charles	Tensas	Winn

Louisiana benefits from DRA

The numbers below are for FY 2002 through 2011.

Total DRA projects	152
DRA Investment	\$18,689,614
Other Public Investment	\$124,656,595
Other Private Investment	\$387,920,000
Total Investment	\$531,266,209
Leverage Ratio	27.4
Jobs Created	1,517
Jobs Retained	1,214
Individuals Trained for Jobs	27
Families Affected	5,571
Projected Jobs Created	4,757
Projected Jobs Retained	1,387
Projected Individuals Trained for Jobs	77
Projected Families Affected	10,463

“Thanks to DRA, the gas system is more reliable. We have added new customers. All Class Three areas have been upgraded. Even the state inspectors are thrilled we can change the existing pipe from 1960's with Poly PE Pipe that is safer. It is mandatory and this grant made it happen.”

— John Rochester, Gas Supervisor
Washington Parish Gas Utility, Washington Parish, LA

FY 2011 DRA projects in Louisiana:

Tensas Parish Port Phase I \$150,000

For land acquisition, access road and river structures construction and building renovation, this project will allow the port to handle a variety of bulk commodity transfer operations from barge to truck.

Quitman Wastewater Treatment Plant Improvements \$125,000

This project creates the design, site preparation, construction and initiation of the operation of a pre-manufactured wastewater treatment plant to operate in the environmental conditions present.

COA – CLBI Commercial Kitchen \$100,000

Construction of a Commercial Kitchen in the Central Louisiana Business Incubator will provide participants with customized food and catering and preparatory business training.

Ferriday Industrial Building Renovation \$125,000

Renovations for a town-owned industrial building located in the Ferriday Industrial Park will accommodate Neimaj, a prospective tenant's needs for warehousing/distribution, manufacturing, research and development. The business will also manufacture their all-natural 'green' shoe in the facility.

Extension and upgrade of natural gas distribution lines \$125,000

A phase of upgrading and extending about 4.5 miles of distribution lines for existing and new customers to provide safe and reliable gas service in this area.

Lower 9 Infrastructures \$75,000

The Louisiana Department of Transportation and Development would design and construct a left turn lane in the neutral ground of westbound State Highway 46 at Reynes Street.



Delta Region Workforce Development**\$102,500**

To expand the career services of NOVA, these participants obtain career training in high-demand occupations, learn soft skills such as interviewing and time management, and receive support services such as child care, tuition/fee payments, books, case management, career counseling and transportation. The purchase of electrical, HVAC equipment and insulation will be used in the renovation of this town- owned property, rented by Country Boys, an entertainment venue.

Port of Iberia \$114,648

Port of Iberia's industrial complex will expand by extending barge channel access to 108-acres located in the southeast quadrant of the port site.

Wastewater Treatment Plant \$100,000

City of Tallulah's Wastewater treatment plant will rehabilitate by converting it from an inefficient land application, previously cited by the Department of Environmental Quality.

Vidalia Port Road \$150,000

This project will construct 2200 feet of riverside access road and working pad to the Vidalia Port.

Airport Road Lift Station \$140,000

This will replace an outdated septic system by installing a new 75 gpm dual lift station, install 3,100 LF of 8"PVC Force Main; 500 LF of 6" lateral lines, 25 8" x 6" wyes, and 9 pre-cast manholes to be located as per the engineering plans.

2011 Sewage Lift Station Rehabilitation**\$100,000**

Elam Woods Road will be reconstructed to aid in heavy truck traffic.

Franklin Parish \$225,000

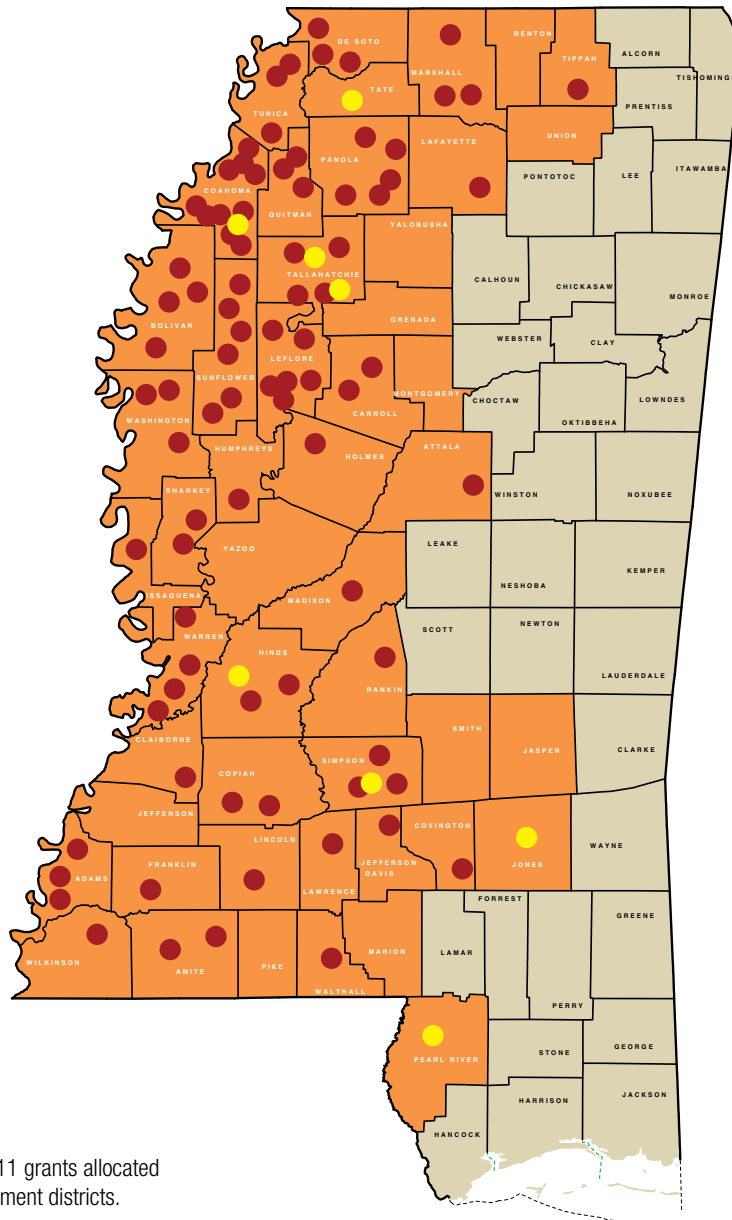
Reconstruction of Elam Woods Road, which will serve residences and Cardinal Gas Storage, will cut down on travel time and extending gas services.

RiverSphere Center for Excellence \$150,000

The renovation of 22,000 square feet of existing structure, riverfront wharf and fabrication of floating barges for hydrokinetic energy research will provide immediate and future research capacity and employment opportunities while developing a trained workforce in the emerging "green collar" sector.



FY 2011 DRA Projects in Mississippi



- Symbols on the map indicate FY 2011 grants allocated to counties, communities or development districts.
- DRA projects funded prior to FY 2011.

Mississippi Counties Served by DRA

Adams	Coahoma	Holmes	Lafayette	Montgomery	Simpson	Union
Amite	Copiah	Humphreys	Lawrence	Panola	Smith	Walthall
Attala	Covington	Issaquena	Leflore	Pearl River	Sunflower	Warren
Benton	Desoto	Jasper	Lincoln	Pike	Tallahatchie	Washington
Bolivar	Franklin	Jefferson	Madison	Quitman	Tate	Wilkinson
Carroll	Grenada	Jefferson Davis	Marion	Rankin	Tippah	Yalobusha
Claiborne	Hinds	Jones	Marshall	Sharkey	Tunica	Yazoo

Mississippi benefits from DRA

The numbers below are for FY 2002 through 2011.

Total DRA projects	94
DRA Investment	\$13,727,078
Other Public Investment	\$51,693,867
Other Private Investment	\$102,060,822
Total Investment	\$167,481,767
Leverage Ratio	11.2
Jobs Created	506
Jobs Retained	262
Individuals Trained for Jobs	105
Families Affected	1,6754
Projected Jobs Created	1,042
Projected Jobs Retained	831
Projected Individuals Trained for Jobs	13,216
Projected Families Affected	6,142

“DRA’s a godsend for areas in economic distress. Grants are worthless without the necessary local match. That’s where DRA can really make a difference. They have the ONLY federal grant program that can be used to match other federal grants. That’s a big deal.”

— Frank Howell
Director of Delta Council’s
Community Development Department

FY 2011 DRA projects in Mississippi:

Terry, MS \$165,000

A 2-bay fire station in Terry, MS was constructed.

Mendenhall, MS \$105,000

Construction and equipment for a healthcare facility in Mendenhall, MS, will hire four physicians and five support staff.

TeachUp!, Picayune, MS \$260,000

A match to a National AmeriCorps grant will enable the grantee to recruit, train, and deploy 106 residents as TeachUp! Technology interns for one year. At sites around the region they will teach digital literacy, computer skills, and employability of 10,000 adults, 50,000 students and 3,000 teachers.

Emmett Till Interpretive Center \$115,000

Renovation of the Wong Building in Sumner MS will provide 1,200 square feet of meeting space, 80 linear feet of exhibition space and a gift shop.

City of Charleston, MS \$115,000

Sewer system improvements in the City of Charleston, MS included a new pump station and a wet well was converted into a manhole.

Lula, MS \$56,000

The installation of 600 linear feet of sewer line and three new manholes between First and Second Streets, as well as the rehabilitation of three manholes between Second and Third Streets.

Senatobia, MS \$100,000

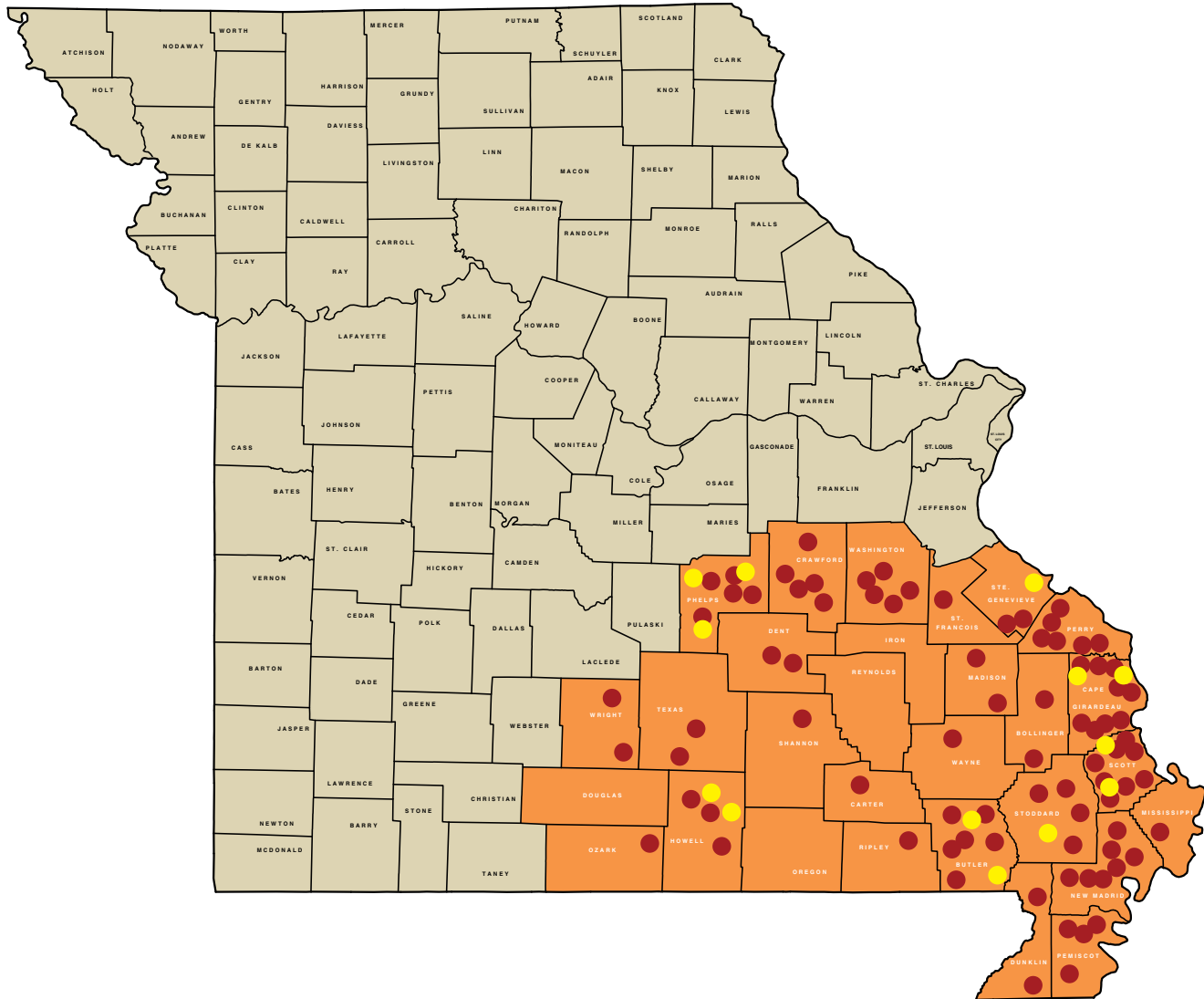
4,600 linear feet of 10" water line will loop around the perimeter of a plant, including the installation of 10 fire hydrants.

Jones County Junior College \$350,000

Jones County Junior College will be expand its education and training services building. This will allow the college to expand services to Jasper and Smith Counties, specifically targeting manufacturing skills.



FY 2011 DRA Projects in Missouri



- Symbols on the map indicate FY 2011 grants allocated to counties, communities or development districts.
- DRA projects funded prior to FY 2011.

Missouri Counties Served by DRA

Bollinger	Dent	Madison	Pemiscot	Scott	Texas
Butler	Douglas	Mississippi	Perry	Shannon	Washington
Cape Girardeau	Dunklin	New Madrid	Phelps	St. Francois	Wayne
Carter	Howell	Oregon	Reynolds	Ste. Genevieve	Wright
Crawford	Iron	Ozark	Ripley	Stoddard	

Missouri benefits from DRA

The numbers below are for FY 2002 through 2011.

Total DRA projects	94
DRA Investment	\$11,406,284
Other Public Investment	\$53,424,786
Other Private Investment	\$241,144,000
Total Investment	\$305,975,070
Leverage Ratio	25.8
Jobs Created	1,097
Jobs Retained	933
Individuals Trained for Jobs	320
Families Affected	178
Projected Jobs Created	371
Projected Jobs Retained	4,100
Projected Individuals Trained for Jobs	438
Projected Families Affected	2,218

“Thanks to the DRA, Orgill, Inc. has invested 20 million dollars and created 300 jobs in Siskeston. At New Madrid Port, two new companies moved in with 12 million dollars in investment and 28 new jobs have been created. Both companies are talking about expansion at New Madrid Port.”

— Connie Duke, Economic Development Director
Bootheel Regional Planning Commission

FY 2011 DRA projects in Missouri:

Hypoint Industrial Park \$155,500

Construction of an intersection roundabout, will move commercial trucks in and out of the industrial park more efficiently.

Three Rivers College \$200,000

The purchase of a mobile training lab will provide training in computer applications, engineering design, industrial electricity, hydraulics, motor controls, pneumatics, sensors and PLC. It is expected that a minimum of 400 people will be trained annually using this training lab.

Growing Missouri's Local Small Businesses \$63,032

By providing training for small businesses approximately two years old, having 750,000 in annual sales, and looking to add employees, we will update their business plan and expand their business.

Port of New Bourbon \$85,280

The removal of existing rip-rap along the shoreline of the Mississippi River will create the entrance into the Port of New Bourbon, which will serve Ste. Genevieve, Perry and surrounding counties.

Levee District 12 Certification \$163,950

For the levee district to once again be certified as compliant, the county must hire an engineering firm to provide data and documentation that the levee meets 44 CFR 65.19.

Missouri Delta Ag Bioworks \$75,000

This initiative will support farmer-owned, domestic and international investment projects and create new jobs in AG Bio-economy.

St. James Industrial Park \$82,241

This will expand the access road to facilitate the location of a new company that will bring in five existing jobs and create ten new jobs.



Edgar Springs \$130,250

Because the current treatment does not meet today's MDNR standards, upgrading and rehabbing the city's current sewage facility will make the upgrades compliant.

Operation Jumpstart \$ 145,556

Four six-week classes will be offered in locations selected from the counties above based on greatest need post 2011 severe flooding and will offer entrepreneurial training utilizing the Operation Jump-Start model.

Village of Pendermon \$77,536

To implement a new wastewater system in the village, construction will take place at the current Wastewater system site owned by the Village.

OZSBI Idea Center \$120,400

The renovation of 2,000 square feet of space into the Idea Center will be geared for students and young entrepreneurs in West Plains, MO.

Cape LaCroix Creek Mitigation \$100,000

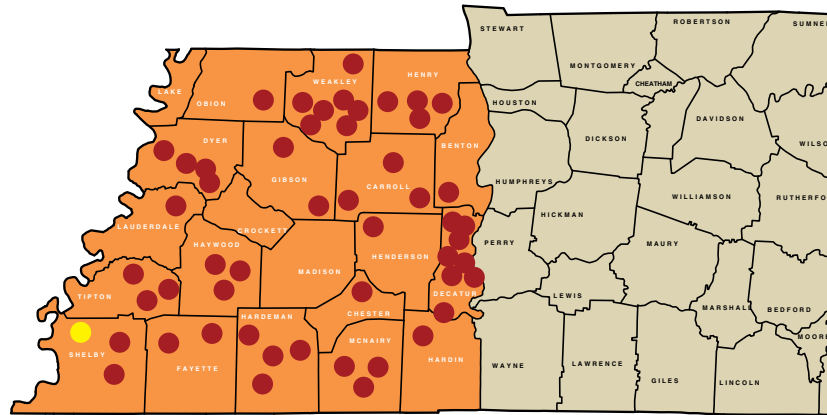
Construction of an imperious lining in Cape LaCroix Creek is intended to block water flow that escapes from the creek through ground crevices which causes sinkholes to develop and flooding to occur.

West Plains, MO \$36,000

Installation of 1,800 linear feet of 10" PVC water pipe in the Ozarks Development Corporation's Heritage Business Park, which is currently experiencing a number of breakages and leaks, will fix the problem and keep current companies from leaving.



FY 2011 DRA Projects in Tennessee



● Symbols on the map indicate FY 2011 grants allocated to counties, communities or development districts.

● DRA projects funded prior to FY 2011.

Tennessee Counties Served by DRA

Benton	Crockett	Fayette	Hardin	Henry	Madison	Shelby
Carroll	Decatur	Gibson	Haywood	Lake	McNairy	Tipton
Chester	Dyer	Hardeman	Henderson	Lauderdale	Obion	Weakley

Tennessee benefits from DRA

The numbers below are for FY 2002 through 2011.

Total DRA projects	57
DRA Investment	\$13,808,502
Other Public Investment	\$155,858,187
Other Private Investment	\$246,090,000
Total Investment	\$415,756,689
Leverage Ratio	29.1
Jobs Created	64
Jobs Retained	11
Individuals Trained for Jobs	53
Families Affected	4,207
Projected Jobs Created	4,540
Projected Jobs Retained	4,120
Projected Individuals Trained for Jobs	36
Projected Families Affected	8,007

“Rural communities such as ours are the backbone of this country. The funding we receive from DRA will help tremendously in easing the financial burden for residents of our small rural community.”

— Mayor Norma Smith
Bethel Springs, TN, McNairy County

FY 2011 DRA projects in Tennessee:

Creating Environmental Opportunities

in the Mississippi Delta Region \$187,784

Implementation of two primary strategies will lead to development of new business enterprises and the creation of new jobs related to biobased products enterprises: identification of local customers (existing and new markets) in the health/nutrition, automotive and chemical sectors, and identification of a network of customers for various biobased products as the basic market to be served by the farmers, logistics enterprises and processing entities.

Regional Entrepreneurial Accelerators

\$410,862

To support the state-led initiative to establish a network of Regional Entrepreneurial Accelerators under the Jobs4TN Plan and the INCITE Initiative, the state's intent is to fund and continue operations of the program beyond the twelve months funded by this grant to ensure lasting, long-term regional relief and benefit to the Delta. As each accelerator builds strategic local partnerships, ECD anticipates each accelerator being able to leverage additional local financial support and in-kind services.



Overview of the Delta Regional Authority

Vision Statement

After decades of decline, the Delta Region will achieve a pattern of sustained growth. Increasing capital investment and productivity will establish the region as a magnet for talent and innovation, and will nurture a sense of place within each community.

Mission Statement

The DRA will serve as a regional focal point for resources, planning and ideas. The DRA will be a catalyst for investment in the communities and in the people of the Mississippi Delta.

DRA, created by Congress in 2000, is a federal-state partnership serving a 252 county and parish area in an eight-state Region. Led by two presidential appointees, Federal Co-Chairman (FCC) and Alternate Federal Co-Chairman (AFCC), along with a State Co-Chairman and the governors of each participating state (<http://www.dra.gov/about-us/board-members/default.aspx>), the Authority is designed to remedy severe and chronic economic distress by stimulating economic development and fostering partnerships that will have a positive impact on the Region's economy.

The Authority helps economically distressed communities to leverage other federal and state programs which are focused on basic infrastructure development, transportation improvements, business development, and job training services. Federal law requires at least 75 percent of funds must be invested in distressed counties and parishes and pockets of poverty, with 50 percent of the funds earmarked for transportation and basic infrastructure improvements. In Fiscal Year 2011, the DRA invested 89.78 percent in distressed counties and parishes and pockets of poverty, and 61.4 percent of funds earmarked for transportation and basic infrastructure improvements.

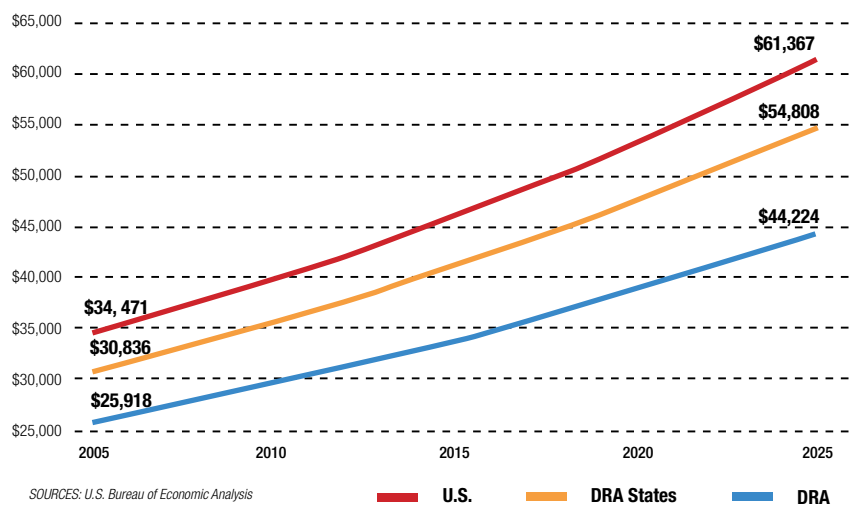
At the local level, the Authority will coordinate efforts with a combination of agencies. Assisting the Authority will be local development districts (LDD), regional entities with a proven track record of helping small municipalities, counties and parishes improve basic infrastructure and stimulate growth.

DRA, in 2011 continues to partner with USDA's Rural Development Administration (RDA). Through their network of state and local offices, RDA will assist the Authority with Community Advancement the Rural Program (RCAP) administration. Additionally, the Authority works with Member State's federal, state and local governmental entities, as well as local development districts.

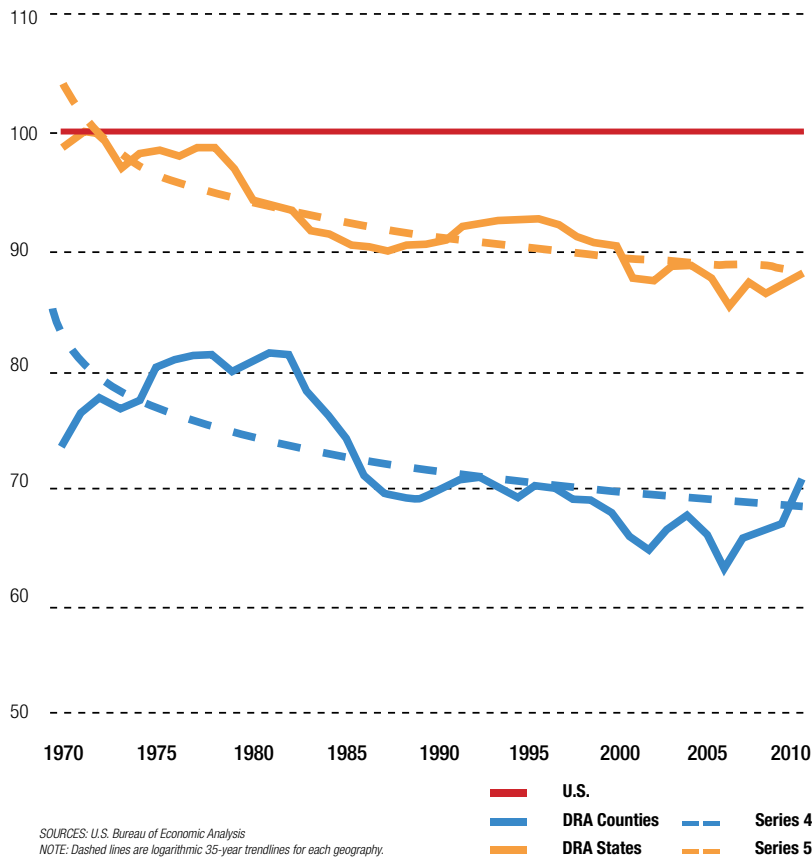
The economic challenges facing the Delta region are serious. Between 2000 and 2005, nominal per capita personal income (PCI), for the (then) 240 counties and parishes of the DRA region, grew at

PROJECTED PER CAPITAL INCOME

Based on the 5-year 2000-2005 CAGRs in current dollars.



SOURCE-OF-INCOME INDEX



a compound annual growth rate (CAGR) of 2.71 percent. In comparison, PCI for the eight DRA states and the U.S. grew at rates of 2.92 percent and 2.93 percent, respectively.

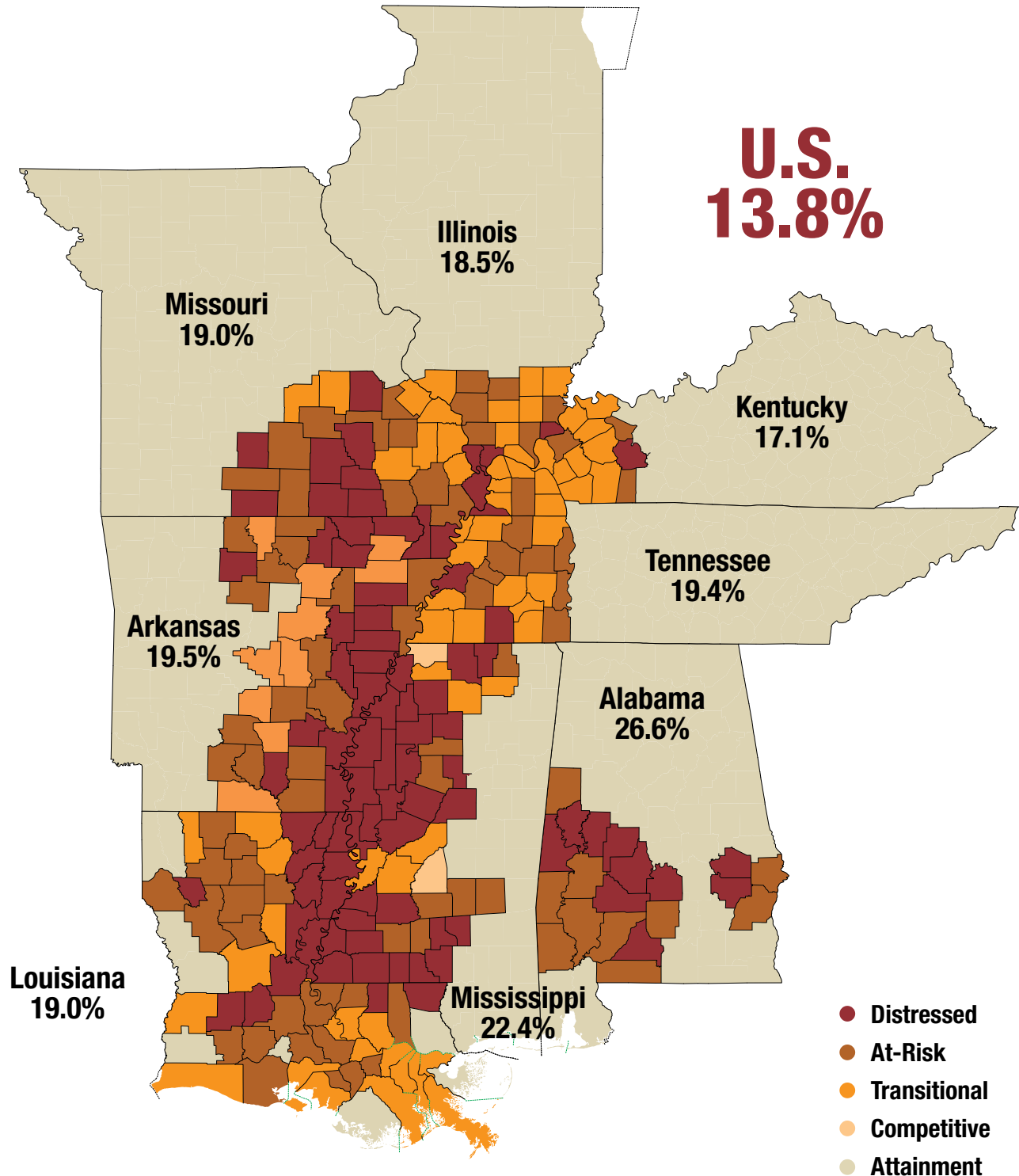
Moreover, projections of nominal per capita personal income growth based on the 2000-2005 averages show the income disparity between the region and the nation worsening (see figure below). By 2025, PCI for the U.S. is projected to reach \$61,367. For the DRA region, total per capita income is forecast to reach just \$44,224 over the same period. While PCI for the eight states would remain at 89 percent of the U.S. level in 2025, for the DRA region it would fall over the 20-year period from 75 percent to 72 percent. With shrinking opportunities to earn more money, Delta residents with marketable skills will likely migrate elsewhere in search of better paying jobs.

Why has income growth in the region fallen so far behind the rest of the nation, especially since the late 1990s? The most compelling economic answer has to do with a continuing dependence on a declining industrial

and agricultural base. While much of the rest of the nation has made the transition to information technology and a growing professional service sector, the Delta region has persistently adhered to a failing economic model. Not surprisingly, this has forced many of the more skilled and educated rural Delta residents to leave for growing metro areas inside and outside the region. The remaining non-metro residents, especially those living in distressed areas, lack access to the resources needed to become economically competitive. As a consequence, communities fall further into decline and the population grows increasingly dependent upon public assistance.

To illustrate this point, the figure to the right shows the ratio of total wage and salary disbursements (earnings) to total government transfer payments for the DRA region and the eight DRA states. The annual ratio for the U.S. is set to 100 and represents the baseline ratio of earned income to transfer payments. The lower an index falls below 100, the greater the region's reliance on transfer payments relative to the rest of the country. It is obvious that both the states and the region are growing increasingly dependent on transfer payments as a source of income. The sharp declines in the last year of the graph are likely the result of Hurricane Katrina related payments. The overall trend of the past 39 years is clear: Delta residents are increasingly earning less income derived from work.

Poverty Trends in U.S. Adults in 2010





DRA Programs and Initiatives

Growing a Healthy Workforce in the Delta Initiative

The Federal Co-Chairman and eight Governors have identified health as a major focus of the Authority. The growing incidence of chronic disease is a formidable challenge for the region and for the nation. The CDC estimates that in 2005 20.8 million Americans – 7 percent of the population – had diabetes. Within DRA states, 2.57 million people are estimated to suffer from diabetes.

The DRA recognizes that health plays a critical role in the productivity and well-being of the Region. In Fiscal Year 2011, DRA adopted its newly-revised plan entitled “Growing a Healthy Workforce in the Delta” that can be viewed at <http://www.dra.gov/initiatives/health.aspx>.

Recognizing that health plays a critical role in the productivity and well-being of the region, the DRA's health advisory committee has been working for the last year to develop the strategic plan for the agency that emphasizes evidence based activities and the sharing of best practices to have a real impact on health in the Delta. The DRA has a long and successful history of bringing together various agencies and local groups for the betterment of the Delta Region. This leadership role as facilitator, coordinator and relationship-builder has proven invaluable to the region and represents a unique and critical asset. For this reason, we believe that focusing on activities that build on these DRA's strengths will ensure the success of their activities in the health arena.

Consistent with DRA's current success in the arena of economic development, we believe that the following principles must guide efforts in the health arena:

- 1. Empowerment** – sustainability requires that local leadership be empowered to own their health issues and the local solutions.
- 2. Local Determination/Local Effort** – similarly, local solutions should be driven by grassroots efforts so that programs are tailored to the needs of each area and local leadership is invested in the process and outcomes.
- 3. Accountability** – all investments require accountability to ensure efficient and appropriate use of resources. Currently, SEDAP requires that local agencies sign a contract to deliver promised outcomes or forfeit grant monies. A similar approach should be used with the health program to ensure realistic goals and responsible management of funds.
- 4. Coordination/Alignment** – building on its strengths as coordinator, facilitator and relationship-builder, the DRA should emphasize activities that;
 - leverage other federal, state, and local funding;
 - bring together various agencies and groups with similar interests or responsibilities;
 - compile and organize information on health needs, best practices, and available funding so that it is easily accessible for local leadership in the Delta; and
 - work to eliminate fragmentation and duplication of federal, state and local efforts.
- 5. Monitoring and Updating** – to ensure maximum relevance and impact, the DRA must continuously monitor and update the information it makes available and its communication and coordination methods.



IF JOB GROWTH INCREASES 1%

Life Expectancy Over 15 Years	4.6%
Domestic Migration	3.8%
Technical & Professional Occupations	2.6%
Foreign-Born Population	1.9%
Self-Employed	0.3%
Jobs (From Companies Started in Last 5 Years)	0.3%
Public School Enrollment	0.2%

The Regional Development Plan, which can be found on the DRA website at the address listed, http://www.dra.gov/%21userfiles/editor/docs/DRA_Regional_Development_Plan.pdf reflects that the impact on Job Growth of one percent increases life expectancy over 15 years, or 4.6 percent. Researchers at Harvard University's School of Public Health recently completed a major project on life expectancy. The residual of this project was an extensive database of life expectancy data at the county level. Building on this database, we found that life expectancy changes have a high correlation

with job growth. While public health is often taken for granted in the U.S., in the least developed countries, stabilizing public health often comes before literacy and education as a policy priority. The relationship between health and economic development goes beyond the fact that healthy people live longer and are therefore able to be productive members of society longer. They also show up regularly for work and they cost their employers less in health care. Their productivity is higher. All of these things bode well for economic development efforts. DRA's priorities should focus on programs that improve public health. In fact, DRA's "Healthy Delta" initiative is an ideal example of this type of priority already in practice.

The DRA, through its Healthy Delta initiative, has highlighted the importance of health to the region as a whole. In addition to its direct implications on quality of life, the critical mass community analysis suggests a direct link between health (measured in changes in life expectancy) and economic vitality. With substantially high rates of chronic disease, the productivity of the Delta is severely compromised. DRA started the beginning stages of the plans implementation towards the end of Fiscal Year 2010. Additional information regarding DRA Growing a Healthy Workforce in the Delta is found in appendix A.

In fiscal year 2011, the Healthy Delta Initiative began its introduction into the region by conducting meetings with Governors, State Health and Human Service Directors, local and community leaders. We expanded our approach and met with White House staff, the United States Surgeon General and Regional Directors of federal agencies that share our concerns in the Region.

The HDI has completed the process of creating county level health data reports for the 252 counties within the eight state region. This level of health data will be available for use on the DRA website in February of 2012. This information will prove helpful to groups such as those the HDI met with to establish regional and sub-regional workforce task groups. Examples of those groups include, but are not limited to, the Arkansas Rural Health Partnership and the Mid- Delta Community Consortium.

The Delta Regional Authority's Healthy Delta Initiative has had continued success with convening rural health advocacy organizations and rural health government agencies for the purpose of developing strategic plans for partnership in the Delta Region. The product of such collaborations yielded the opportunity for more than 400 participants to receive technical assistance pertaining to accessing federal funds, resources and grant sustainability. Partnerships that exist between DRA HDI and the Health Resource Service Agency's Office of Rural Health Policy will continue to provide opportunities for community organizations to build capacity and become more competitive in the pursuit of securing grant funds to improve health status in the Delta Region. DRA HDI created a partnership opportunity with United States Department of Health and Human Service Office of Minority Health to remove foreseen barriers for health care providers by providing opportunities for the adoption and purchase of electronic health records systems.

This summary is exemplary of the Growing a Healthy Workforce in the Delta Action Plan mentioned above as advised by the Health Advisory Committee which meets quarterly to strengthen our presence in the Region.



Delta Doctors Program

Access to quality healthcare is a significant challenge facing rural America, especially among the poorest and most disadvantaged regions. Many medically underserved areas struggle to recruit and retain high quality physicians, nurses, and other medical specialists. Moreover, local residents who are trained for such occupations often choose to live in more urban and affluent areas.

The lack of health care providers and services, combined with greater financial and geographic barriers common to rural areas, condemns many rural Americans to higher rates of chronic disease, physical limitations, and premature death. The number of physicians in the Delta region is 23 percent lower than in the rest of the nation. The number of dentists in the Delta is 24 percent lower.

In an attempt to increase the number of doctors serving Delta residents, the Delta Regional Authority implemented the Delta Doctors program in 2003. The program allows foreign physicians who are trained in this country to work in medically underserved areas for three years. Most choose to stay far longer once they develop a patient base. Those in the Delta Doctors program do not take jobs away from U.S.-born physicians. Instead, they provide services in areas where otherwise there would be a shortage of physicians.

NUMBER OF PHYSICIANS PER 10,000 CIVILIAN POPULATION, 2004

STATE	NUMBER	U.S. RANK
Illinois	27.2	13
Missouri	25.7	22
Louisiana	25.3	25
Kentucky	22.7	35
Alabama	21.1	43
Arkansas	20.5	46
Mississippi	18.4	50
U.S. <i>Includes the 50 states and District of Columbia</i>	26.3	-

SOURCE: U.S. Department of Health and Human Services: Health, United States, 2006

The Delta Regional Authority is one of the few government agencies allowed to recommend such visa waivers to the State Department. Medical school graduates from other countries normally are required to return to their home countries for at least two years after they complete their education. The J-1 visa waiver obtained under the Delta Doctors program allows them to stay in the United States if they spend at least three years in medically underserved areas. The physicians must provide primary care in their specialty fields for at least 40 hours a week. They also must provide care to the indigent, Medicaid recipients and Medicare

recipients. The Delta Doctors program accepts waiver requests for medical specialists and also provides National Interest Waiver (NIW) support. The NIW allows foreign physicians to obtain permanent residence in this country by providing a total of five years of medical service in a medically underserved area.

Delta Doctors program has assisted in the placement of 165 physicians in the region, which has helped to better meet the health care needs of more Delta families. For Fiscal Year 2011, DRA budgeted for and set a goal of processing the applications for 15 J-1 visa waivers; at the end of FY 2011, DRA had processed the applications for 32 physicians. This successful program has been featured in medical publications such as West Tennessee Medical News and the Medical News of Arkansas.

DELTA DOCTORS

Physicians Placed by State

STATE	2003-2011	2011
Alabama	0	0
Arkansas	10	0
Illinois	29	8
Kentucky	6	0
Louisiana	6	1
Mississippi	39	2
Missouri	30	8
Tennessee	45	13
Totals	165	32



Jobs for America's Graduates

Jobs for America's Graduates, Inc. is the nation's largest and, arguably, the most successful school-to-work system for at-risk and disadvantaged young people. Since its inception in 1980, well over 800,000 young people have participated in a JAG Model program. Today, JAG operates in approximately 850 high schools and serves nearly 42,000 youth in 33 states. The ultimate objective of the JAG Model is to help each program participant secure a quality job that will lead to a meaningful and satisfying career. To achieve this objective, JAG focuses on keeping students in school through graduation and equipping them with the academic and technical skills necessary to improve their employability. Second, JAG requires not less than one year of follow-up and support after the student leaves high school. This latter component of JAG helps to ensure the young person's success in a job and/or postsecondary education during the time when the student is most at risk of failure. This partnership with JAG will focus on the priority of the Delta Regional Authority of boosting employment, specifically including high-risk youth (whose unemployment rate is the highest in American history).

Nearly 400 delegates and Friends of JAG took part in the 28th Annual National Training Seminar (NTS) held at the InterContinental New Orleans, July 13-15, 2011. The 28th NTS was a memorable educational and networking experience with delegates from the 33-state JAG National Network.

Approximately 150 managers and Specialists enrolled in one of the eight (8) JAG National University courses that began on Monday, July 11, and concluded with a Recognition Brunch on Wednesday, July 13, in time for the Opening Awards Session of the 28th NTS. The faculty members conducting the courses were JAG national trainers with considerable expertise and experience in implementing JAG Model programs that achieve high performance outcomes.

As the Delta Regional Authority was a major funder of the 28th Annual NTS, with approximately 160 delegates representing DRA states including Alabama, Arkansas, Louisiana, Mississippi, and Tennessee.

Outcomes

- 1) Engaging a wide range of schools in the seven states in the DRA service area where JAG has operations, to fully inform them about the success of the JAG programs in their states, as they consider participation in the program.
- 2) Engaging at the state level with the leadership of the state education and workforce system to recognize the commitment of the Delta Regional Authority, and to highlight the one-time-only matching grant strategy, with its proven success over the past 30 years of Jobs for America's Graduates. As part of that process, other resources should be sought that could be attractive in expanding the program in the DRA service area.
- 3) Serving an additional 350-400 high-risk youth in the DRA service area would have the opportunity to participate in the JAG program and benefit from the dramatic improvements in graduation, employment, and college attendance rates that JAG has demonstrated for more than 30 years.
- 4) Creating of a mechanism of support and early engagement that would lead to sustaining the JAG program in eight of the ten schools from other sources for the 2013-14 school year and beyond. Based on the track record of Jobs for America's Graduates over the past 30 years, it is anticipated that at least 2,000 high-risk youth will be served by the JAG program as a result of this proposed grant over four years.



Influence on Jobs

Jobs for America's Graduates is one of the nation's largest and most successful strategies for helping very high-risk and economically disadvantaged youth to succeed both in school and on the job.

Access to skilled talent is the most pressing challenge facing American and foreign-owned companies operating in the United States. While many lower-skill, lower-wage jobs are either eliminated through technology or moved offshore, skilled positions that require more advanced training and expertise are increasing in demand. In the manufacturing sector, jobs go unfilled as modern production and assembly occupations require higher-level knowledge and training. Moreover, as the “baby boom” generation begins entering retirement age in significant numbers—around 2011—the demand for skilled and educated workers will intensify.

As a consequence, regions that cannot offer a talent base with the ability to learn and acquire advanced skills will not be able to compete for new jobs. For the Delta region, which suffers from chronic high unemployment and poverty, its workforce must be equipped with the skills and training necessary to fill 21st century occupations. To meet this challenge, over the past four years the DRA has awarded over \$4.5 million in federal grant funds toward local workforce training initiatives and programs.



Save the Children

Save the Children coordinates school-age education programs primarily in poor and rural communities. The partnership with the DRA will help with training and infrastructure expenses for thirty school-based literacy programs in the Delta region in rural areas of Alabama, Arkansas, Louisiana, Mississippi and Tennessee.

These funds will align with DRA's mission to "improve basic public services" and "assist the region in obtaining the job training, employment-related education."¹ Funding from the DRA of \$500,000 will:

- Provide high level skills training to 180 program employees and at least 180 teachers;
- Provide free, quality childcare to poor, working families;
- Leverage over \$4.5M of public and private funding from Save the Children.

Details of Proposed Activity

Enhance Extended Learning Programs: The centerpiece of the after school and summer literacy program is the Literacy Block, which consists of an hour of activities that support increased reading achievement, including guided independent reading practice, fluency-building support and listening to books read aloud. A key component of the literacy program is Guided Independent Reading where children self-select developmentally appropriate books, read these books independently – while receiving appropriate support from program staff – and then take a short comprehension quiz using Accelerated Reader (AR) software. AR software provides diagnostic reports on each child's reading achievement and enables close monitoring of overall program progress. Funding from the DRA will allow Save the Children to order new books and computers for thirty literacy programs. Keeping technology and books up to date are crucial to the communities served. Many times the books make up the majority of school libraries. Project will benefit teachers, staff, and students in rural areas of the Delta region (Alabama, Arkansas, Louisiana, Mississippi, and Tennessee).

As an additional economic benefit, Save the Children's literacy programs provide free, quality afterschool childcare options for working parents. Delta region residents often lack the personal resources to pay for quality childcare, the lack of which can inhibit their ability to seek employment. Save the Children's program provides a vital service to parents that many times is a requirement for full time employment.

Provide high level skills training: Employees receive high quality job training from Save the Children that encompasses skill development around instruction, project management and computer use. Training continues throughout the school year and often expands to include teachers and school administrators. On average, across all 150 of our programs, 40 hours of training and technical assistance were provided during the 2009-2011 school year.

Program staff receives two trainings: Afterschool Program Introduction and Behavior Management. Staff also receives position-specific training. For example, new tutors implementing the fluency/read-aloud component receive An Introduction to Vocabulary, Fluency, Part I –Songs, Poetry and Tongue Twisters, and Read-Aloud, Part I – All About Read-Alouds with an Emphasis on Fiction. Training continues in Phase II: Follow-Up Training for Program Components. Continuing the example of the tutor, he/she receives Fluency, Part II – Reader's Theater, and Read-Aloud, Part II – Implementing Nonfiction Read-Alouds. Tutors also learn at this time about various Accelerated Reader reports and how to analyze their content to improve programming. Phase III: Additional Component Trainings is implemented later in the year.



Jobs saved and created: Save the Children's programs are a driver for sustainable economic growth in the poor rural communities of the Delta region. Each literacy program creates six new jobs, all locally sourced. By providing high level skills training to 180 program employees and at least 180 teachers, our project will give at least 360 paraprofessionals and teachers the job skills they need to be competitive in the education industry.



Delta Regional Authority and One Economy Corporation

Rural Planning for the Connect to Compete Initiative

Introduction

One Economy is pleased to propose the following partnership with the Delta Regional Authority (DRA) focused on the incorporation of rural planning activities for the Connect to Compete (C2C) initiative. Funding from DRA will enable One Economy to focus its efforts on developing a template and business model for the introduction of C2C to rural communities and begin to engage targeted DRA counties to customize the developed template and business model for the potential launch of rural C2C pilots in Fall 2012. Four to six DRA counties will be designated mutually by One Economy and the DRA for targeted planning. In addition to customizing a template and business model for the designated counties, One Economy will present a final recommendation that includes an operational strategy and optimal plan going forward. The rural template will also be available to use for additional C2C planning for other DRA counties or rural regions across the United States.

Project Description

On October 12, 2011, Federal Communications Commission's (FCC) Chairman Julius Genachowski announced the launch of the C2C initiative, a collaborative public-private partnership created to promote broadband adoption and improve outcomes in disadvantaged communities across the United States. One Economy will lead the initiative with support from organizations across the public, private and philanthropic sectors. The programmatic focus of the C2C initiative will be to bring a comprehensive technology solution to underserved individuals that addresses each of the required components for sustainable broadband adoption. The initiative will begin with a focus on improving educational outcomes for underperforming students, before expanding to address additional target groups, including senior citizens, Americans with disabilities, and Native American communities. The initial education focus of the initiative will include objectives focused on improving the capacity of care-givers to engage with their children's education; enhancing schools' ability to communicate with students and parents, encouraging active learning outside the classroom; and increasing students' ability to learn through technology applications.

Project Need

Approximately 96% of adults in the United States have access to home broadband service, yet 35% – nearly 100 million Americans – have not yet adopted home broadband service.¹ The geographic divide in adoption rates that have traditionally persisted between rural and non-rural communities is accompanied by increasing socioeconomic divide, with residents from low-income and minority communities significantly less likely to have adopted broadband than their counterparts. The geographic and socioeconomic trends contributing to this digital divide are most evident in the communities served by the DRA. Heavily rural and highly distressed due to significant unemployment and poverty, the states that comprise the Delta region have some of the lowest Internet usage rates in the country.²

¹ Horrigan, Jim. "Broadband Adoption and Use in America." OBI Working Paper Series No. 1. Federal Communications Commission. February 2010.

² According to the 2010 State New Economy Index, developed by the Information Technology & Innovation Foundation, six of the eight states within the Delta region rank in the bottom ten of U.S. states for Internet users as share of the population.



Americans that have yet to adopt broadband are currently excluded from an increasingly vital resource that not only adds value to the individual's life, but contributes to the vitality of their community and the nation as a whole. In our knowledge-based society, it is becoming increasingly difficult for non-adopters to pursue higher education, compete for jobs, manage their personal health, or become empowered citizens. According to IDC, 50% of today's job require technology skills, with that figure projected to grow to 77% in the next ten years.³ Moreover, 80% of Fortune 500 companies now do all their job postings online.⁴

Underserved communities face additional disadvantages when the majority of their residents fail to adopt broadband. Rural, inner-city, and minority communities with higher concentrations of nonadopters are more likely to have disengaged residents and experience under-investment in community assets, lack of job creation, and slow economic growth. In fact, Microsoft estimates that the digital divide costs the United States approximately \$32 billion annually.

Details of Proposed Activity

Over the following six to nine months, One Economy will serve as the lead intermediary of the C2C initiative with a focus on bringing together the technology fabric, training infrastructure, and content/applications required to drive sustainable broadband adoption. In this role, One Economy will coordinate the various components and partners to ensure the solution is comprehensive, yet focused on driving broadband adoption and improving educational outcomes across the country. Funding from the DRA will enable One Economy to incorporate a rural template within this national planning and begin planning activities focused on customizing the template for potential pilots in four to six counties located in the Delta region.

³ http://www.microsoft.com/presspass/ImageGallery/Images/Infographics/info_exclusion_web.jpg

⁴ Julius Genachowski, FCC Chairman, "Address on Jobs and the Broadband Economy", September 27, 2011, Washington DC, http://transition.fcc.gov/Daily_Releases/Daily_Business/2011/db0927/DOC309898A1.pdf



Delta Green Jobs Initiative

Also critical to the long-term growth of the region, as well as for the nation, is access to dependable and affordable energy resources. The DRA is committed to ensuring the region and the nation possesses enough energy to meet current and future needs. This includes traditional fossil fuel sources such as oil, gas, and coal, as well as less polluting sources such as nuclear, bio-fuels, and renewable energy.

In April 2011, DRA brought together a group of experts from around the country to provide insight and guidance on growing a bio-economy in the Delta region. These experts used their knowledge of what's already occurring in the region in the area of the bio-economy, what areas of opportunities need to be pursued, and the assets and hurdles associated with reaching those opportunities to help guide DRA leadership and staff during the planning phases of the Growing a Bio-Economy in the Delta program. This meeting led to the bio-economy being included as one of the main policy areas being featured at the 2011 DRA National Policy Conference.

MEMPHIS BIO-WORKS

This project will support the DRA Goal of business development through entrepreneurship, creation of new businesses and retention or expansion of existing businesses. The project will follow National Business Incubation Association standards for effective business incubation by ensuring:

- A positive impact on the community's economic health by maximizing the success of emerging companies, and
- Evidencing a dynamic model of a sustainable, efficient business operation (See NBIA best practices online at http://www.nbia.org/resource_library/best_practices/index.php)

This project will provide a process that accelerates the successful development of start-up and fledgling companies by providing entrepreneurs with an array of targeted resources and services. It will address the Federal Priorities for **Innovation & Small Business**, provides a **Regional Approach**, and involves Multiple Funding Partners. It will also address the DRA Regional Development Goal of creating a **Competitive, Productive Workforce**.

Tennessee State Strategy: This project will support Goal Three in the *Tennessee Delta Development Plan* – Create critical mass within Delta Communities. Specifically, this project will target the second priority under this goal: “The second priority in the use of Delta resources for economic development is for projects that are designed to remove obstacles to or encourage the growth of private sector employment.” This project will target enterprise development and new job creation across a 21 - county area of West Tennessee.

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Overview of the Project

Memphis Bioworks Foundation, a 501c3 nonprofit, is requesting funding from the Delta Regional Authority States’ Economic Development Assistance Program (SEDAP) to roll out a model rural and urban entrepreneurial job creation program. This project coordinates across five (5) distinct parts of the agricultural and forestry supply chain to produce products now made from petroleum-based raw materials. From bio-based chemicals to second-generation biofuels, this model captures value in the Delta region from a world-class crop production system that is already in place but currently exports the bulk of value-added jobs and wealth out of the country and region, leaving rural communities without high-paying jobs and the Delta’s factories partially utilized or empty. The implementation of these new business enterprises related to bio-agriculture and renewable energy were recommended in the five-state 2009 Battelle Technology Partnership study, *The Regional Strategy for Biobased Products in the Mississippi Delta*, commissioned by the Memphis Bioworks Foundation (MBF). In collaboration with 50 organizations across five states (AR, KY, MO, MS, TN), this work has validated the potential to divert a modest percentage of agricultural production capabilities in the Mississippi Delta into new crops produced for local markets that would add \$8 billion in agricultural and forestry related processed goods sales, while creating 25,000 new, green jobs over the next decade. Additionally, the new crops require less water, less chemical inputs, and will feed markets that have sustainable attributes such as being biodegradable and requiring less energy to manufacture.

SIERRA ENERGY

The United States creates over 250 million tons of waste each year. Landfills are exceeding their capacities and are major emitters of greenhouse gases and sources of harmful contaminants. What if there was a way to turn all of that trash into renewable energy? Now there is. Sierra Energy’s FastOx gasifier cleanly— and profitably—recovers energy from a wide variety of waste streams.

Massive Size & Scalability

Sierra’s technology is the only solution that can scale from 5–30,000 tons of waste per day in a single unit. This incredible scalability allows their technology to be scaled according to specific waste or energy needs. This makes FastOx the most effective gasifier on the market. Thorough Conversion Sierra’s solution thoroughly converts waste into useful and valuable products, without creating toxic products. Flexible FastOx processes a wide variety of waste streams simultaneously. Derived from Blast Furnaces Sierra’s technology is a simple derivative of the centuries-old blast furnace. This legacy allows our gasifier to accomplish the scale, flexibility, efficiency, and profitability that other systems cannot. This also means that Sierra’s solution can be applied inexpensively as a retrofit to existing— active, or inactive—blast furnaces. Plus, Sierra has the added benefit of tapping the resources of a long-established and global support industry.



How it Works

Waste is fed into the top of the gasifier. Oxygen and steam are injected into the bottom of the gasifier, avoiding greenhouse gas emissions caused by nitrogen found in ambient air. Optimizing the injection of oxygen and steam is the main innovation of the FastOx process. As the waste descends inside the gasifier, it is broken down at the molecular level and recovered as valuable products. The FastOx solution does not produce any toxic remnants or wastes requiring disposal.

Valuable Products

Syngas: a synthetic gas used to create hydrogen and electricity, or refined into clean fuels such as diesel or ethanol.

Inert Stone: Plastics, glass, and other inorganic materials are melted into a non-leaching stone called slag, used for cement and other construction materials.

Metal: Metals are recovered as a recycled, liquid metal which is also sold for reuse.

Flexibility

FastOx converts a wide-variety of waste streams including: municipal solid waste, medical waste, biomass, industrial waste, hazardous waste, and more. FastOx is capable of processing materials with a high moisture content. Thus, different waste streams can be processed simultaneously with minimal preparation.

Innovative Readiness Training

In July 2009, the Delta Regional Authority partnered with the Department of Defense for its program called Innovative Readiness Training (IRT). The IRT program gives the U.S. Military the ability to train its medical personnel by providing medical care in rural, underserved areas.

The communities selected by the Pentagon for the June 2011 IRT program were: Helena, Wynne, Marianna, Eudora, and McGhee, Arkansas. For 10 days, Army and Air Force Reserve and active duty Navy units lived in these communities and provided free medical assistance to citizens who were in need of medical care. Across the five towns, 2,221 patients were provided medical care, 1,811 patients received dental exams, and 1,563 received vision exams, with over 1,000 pairs of eyeglasses distributed to adults and children. Veterinarian services treated over 250 dogs and cats from the local animal shelter.

The locations for the 2012 IRT Program include Selma, Hayneville, and Demopolis, Alabama. DRA has been involved in the planning process with the U.S. Military and the selected towns. Numerous conference calls have been held in order to determine site selection, medical needs, and other logistics.

The DRA's role is to assist in the coordination of these projects from the application and planning stages to the project implementation between the communities and the U.S. Military. Additionally, DRA is on the advisory board of the IRT program.

IRT Background

The purpose of the Civil-Military Programs is to improve military readiness while simultaneously providing quality services to communities throughout America. These programs are in keeping with a long military tradition, leveraging training to benefit both units and their home communities. They are strongly supported by The Department of Defense (DOD), Congress, the states and communities.

The military services have always brought to bear their extensive resources to help meet some of the country's civil needs. In recent years, DOD has realized the simultaneous benefits these civil-military programs can offer to military readiness. This document reviews the resurgence of these dual-benefit programs. (Source: Joint Taskforce Razorback – Arkansas Medical Mission 2011)



National Association of Development Organization (NADO)

The National Association of Development Districts (NADO) Research Foundation will partner with the Delta Regional Authority (DRA) to develop and implement programs aimed at strengthening the performance, programs and results of LDD's serving the DRA region.

The Delta region will benefit in many ways from a strong and unified network of LDD's. Establishing a leadership task force will expand communications between DRA and the districts, allowing for a strong and vibrant two-way information flow. Building a framework for regular meetings and launching formal and regular lines of communication will allow leadership to learn from each other on a peer-to-peer basis through information and experience sharing, best practice modeling, and bring new knowledge to their regions for replication or application. As the LDD leadership assumes a more structured posture in the Delta region, they will also have a greater presence on the national scale. As a result, they will continue to expand their professional networks at the national level, further benefitting the LDD's and the region.

The proposed LDD strengthening initiative will also help LDD's develop an outreach strategy to educate and inform various stakeholders about their many roles within their respective regions, throughout their states and the Delta region. LDD's provide numerous services for their local governments and others in their regions, and they are generally found behind the scenes as opposed to the forefront. As a result, the extent to which they are involved in a major endeavor often goes unnoticed. This portion of the initiative will help LDD leaders create marketing tools.

Project Goals and Objectives:

- Goal 1: Assess the state of LDD's on a state by state basis
 - a. Develop and implement a scan tool for use in learning about each LDD
 - b. Develop a database of LDD programs, projects and governance structures
- Goal 2: Establish an LDD leadership task force to serve as the primary connection between DRA and the LDD's
 - a. Identify current and emerging leaders throughout the DRA region; invite to participate on team
 - b. Develop a schedule for regular meetings (quarterly face-to-face and as-needed virtual)
 - c. Create an action agenda/work program
 - d. Develop task force structure
- Goal 3: Increase the capacity of LDD staff and leadership
 - a. Develop a training platform that includes networking opportunities
 - b. Build an interactive website that includes case studies, best practice examples, resource materials and tools, implement social marketing tools as necessary and appropriate
 - c. Conduct a forum/retreat on latest trends and innovations in business development finance for distressed regions, including lessons learned from other areas of the nation
- Goal 4: Educate and inform various stakeholders about the important roles of LDD's
 - a. Prepare issues briefs that examine the impact LDD's and disseminate widely as appropriate
 - b. Establish strong web presence to facilitate social networking and peer-learning of LDD planning and development staff.



Operation Jumpstart

Building on the unprecedented success of its Entrepreneurial Training Initiative that created over 120 new companies with unusually high success rates, Southeast Missouri State University will expand its Operation Jump-Start program into flood-impacted Delta Regional Authority counties to reach low-income, economically disadvantaged individuals who are interested in starting new businesses but lack basic business planning skills. During the program's previous years, 95% of the businesses started were still in business after two years, far exceeding national averages. This is a new investment from DRA in addition to a previous grant which trained 65 individuals in four Missouri Counties: Bollinger (Marble Hill), Iron (Ironton), Scott (Sikeston) and Butler counties (Poplar Bluff) and immediately started 17 business creating 28 initial jobs. Also see attached project summary for 2011 SEDAP Investment.

Background

The Rural Entrepreneurial Development project will be administered through a sub-grant to the Douglas C. Greene Center for Innovation and Entrepreneurship (CIE) at Southeast Missouri State University. During 2011, the CIE implemented an entrepreneurship capacity-building project funded by the U.S. Small Business Administration called Accelerating Entrepreneurship in the Delta. Symposia were conducted in all eight Delta states to train trainers and program administrators to implement Operation JumpStart programs to help accelerate entrepreneurship in their communities.

The CIE created Operation JumpStart in 2006, which has generated outstanding results and impact in effectively training individuals to test the feasibility of business ideas and provide the tools necessary to launch and sustain successful small businesses. Since the creation of Operation JumpStart, over 630 individuals have completed the 36-hour Operation JumpStart training program in Southeast Missouri, Northwest Tennessee, and Southern Illinois. These individuals immediately created over 250 new businesses that are sustaining at an outstanding rate of 91%. The regional economic impact of these businesses exceeds \$30 million.

Dozens of community and economic development agencies are poised to implement the Operation JumpStart program and produce similar results in rural communities throughout the Delta region. However, many of these agencies face funding limitations. This project will support 8 programs throughout the eight state region to provide two Operation JumpStart classes with funding assistance for certified facilitators, program materials, and operating expenses.

This project will leverage significant previous investments made by local, state, and federal agencies to immediately accelerate positive economic outcomes.



Delta Leadership Institute

The most important ingredient of successful community growth is leadership. Communities with assets sufficient to achieve sustainable communities may still not live up to their potential. They may fail – despite these advantages – to create an economic climate that attracts private investment. When this is the case, it is because of a lack of leadership. Similarly, there are many examples where asset-poor communities have overcome adversity through bold and progressive leaders.

DRA's Delta Leadership Institute (DLI) is designed to create a corps of leaders with a regional and national perspective. The first class of the institute met in 2005. The program was operated by the DRA in cooperation with Delta State University at Cleveland, Miss. In April 2006, the DRA board chose the University of Alabama at Tuscaloosa to coordinate the Delta Leadership Institute. The University of Alabama is currently conducting the sixth class of DLI.

Many of the 252 counties and parishes that make up the Delta region are characterized by high poverty, high unemployment levels, low educational attainment, a loss of skilled labor and a general lack of hope. Unable to establish development priorities, these counties and parishes have failed to keep up with counties and parishes in other areas of their states. Delta communities often lack the civic infrastructure, organizations and knowledge base necessary for sustained economic growth. Even those who are considered local leaders too often do not understand how good governance, quality infrastructure, adequate schools and quality health care services can work together to sustain growth.

These areas often are marked by a lack of investment in leadership development and strategic planning. This results in a leadership void and a lack of direction. Communities never decide on their priorities. With no leadership, vision or plans for growth, these communities continue to struggle.

The Delta Leadership Institute is designed to improve the decisions made by leaders across the region. Each of the eight governors and the Federal Co-Chairman nominate five people per year for the program, resulting in a class of 45 Delta leaders. In 2009, the Delta Leadership Network (DLN) alumni organization was formed through a committee of DLI alumni. They have begun plans to broaden the DLN in the years to come. These will be leaders who stay in touch with each other, sharing best practices and solutions to common problems through the DRA Annual Conference and through the newly designed website to accommodate the needs of the alumni.

It is expected that many of the graduates of the Delta Leadership Institute will go back to their communities and help lead local leadership programs, multiplying the number of people in the region who receive leadership training.

In June of 2011, Delta Leadership Institute graduated 44 members of the 2010-2011 Executive Academy class. Those 44 members completed five sessions of leadership training, skill building, project development and implementation. The first session was held in Tuscaloosa, Alabama on the campus of the University of Alabama. This session is an introduction to DLI and the Executive Academy, the second session was held in Memphis, Tennessee in October. The second session focused on creating sustainable communities, health as an economic engine and a visit to the Civil Rights Museum. In January 2010, the class met in New Orleans, Louisiana and the focus was on transportation for the region with a focus on highways and learning to communicate effectively. Additionally, the class took a field trip to look at the economic impact of losing the Avondale shipyards. In April the class met in St. Louis, Missouri in conjunction with the DRA Annual Conference, where the focus was on leadership, and working with other federal agencies. The last session was in Little Rock, Arkansas in June for the project presentations and graduation. Additional information on DLI can be found on the web at www.deltaleadership.org.



Rural Community Advancement Program (RCAP)

Beginning in 2003, Congress designated a portion of USDA Rural Development - Rural Community Advancement Program (RCAP) funds for use by Delta Regional Authority (DRA) within the same program. There are numerous programs beneath the RCAP umbrella, all of which are eligible with our funding. However, to-date, DRA has only funded three types of RCAP projects:

1. Rural Business Opportunity Grants-RBOG

2. Rural Business Enterprise Grants-RBEG

3. Community Facility Grants

Over the last eight years, DRA has successfully applied for over \$17 million in RCAP funding, which supported 178 projects. Traditionally, each year DRA allocates a portion of the RCAP dollars to fund various programmatic as well as region-wide projects determined by the Federal Co-Chairman. Here are a few examples of projects funded through RCAP: Annual Conference, Local Development District training, iDelta, Delta Leadership Institute, Delta Development Highway System, among others.

The remaining portion of RCAP funding is used to fund projects submitted to DRA by each State Director of Rural Development. These projects are typically approved projects by Rural Development, but were left unfunded due to fiscal year budget constraints.

Consistent with the objective of ensuring that project funding managed by DRA reflects an appropriate use of resources, DRA seeks to achieve the following goals for the management of its RCAP funds.

The program will be used to fund projects which are consistent with:

1. The DRA Federal Co Chairman's perspectives,
2. The DRA Board's overall strategic directions,
3. Any appropriate federal directives/initiatives, plus
4. All of which must meet the statutory objectives and use restrictions of the USDA RCAP program, as set forth in enabling statutes and related regulations.



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